Squeeze the most ROI from your strategic initiatives

How to align technology investments to business value for the best outcomes

Featured:
IT Business Management Pro, IT Service Management, IT Service Management Pro, DevOps

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Whatever your business is facing, let's workflow it!

More than US $3 trillion has been invested in digital transformation over the last three years, but too much of that has been funneled into point solutions that have failed to solve for the needs of the modern enterprise—like helping executives align business and IT investments to strategic objectives. In fact, all that capital has only led to a 26% return on investment for organizations. Companies need to drive growth, increase productivity, and strengthen business resilience—and niche software is just a bandage during this new normal.[1]

Now is the time to take the lead on your own digital transformation. At ServiceNow, we make the world of work, work better for people anytime, anywhere, in any environment. That means creating seamless experiences with cross-enterprise digital workflows to connect people, function, and systems.

Let's dive in and explore how digital workflows can create greater value from your initiatives and enable change faster across the enterprise as you plan, prioritize, and track work aligned to business objectives.

Workflow (n):

Digital workflows simplify any business and keep it on course. Automate multi-step processes that occur between any combination of people and systems, like requests, approvals, decisions, and actions, to help companies achieve better business outcomes.

Get the most from your technology investments with a single view of everything

Enterprise leaders today grapple with a gross misalignment between business objectives and technology projects. Why? First and foremost, they lack a clear view of their strategic investments, whether large-scale, long-term initiatives requiring hundreds of team members, or small, short-term projects managed by scrum teams. Plus:

- Projects and products aligned to business strategy are almost always planned using different methods, from the lengthy waterfall approach and the shorter, Agile-based management, to a scaled Agile framework carried out across dozens of release trains.

- As teams execute and deliver their projects, products, and initiatives, they often lose sight of the business outcomes for which their work was originally funded.

This disconnect is costly: a diminishing value delivered from project and product teams as well as a poor return on business and technology investments. In fact, IDC estimates that only a fourth of digital transformation initiatives have produced any meaningful ROI. And just 44% of projects are deemed successful and aligned to a business objective.[2] So it's no surprise that the Project Management institute reports that 11.4% of project budgets are wasted.[3]

To get the greatest possible value from your business and IT investments, you need to see and vet all of your projects in one place so you can plan, prioritize, and track them. And your program managers should be able to execute plans across any work method to ensure you get the most from teams delivering projects and products. Only when these things happen will you be able to fully align objectives to outcomes and manage successful enterprise-wide initiatives, such as cloud migrations, DevOps or agile transformation.

Here are some compelling results you can expect:[4]

400%
ROI within three years

20%
Reduce project delays and increase productivity by 20%

23%
Accelerate time to market by 23%

How to use this handbook:

Every organization is different, but we want to offer insight and ideas on how you can deliver greater value to your organization by consolidating all IT investments on one platform.

When you can do this, program managers can plan across any work method and ensure teamwork is aligned to business outcomes, while teams can deliver on projects and products.

1

Part 1
Top three IT business management challenges, their solutions, and the compelling outcomes you can achieve

2

Part 2
See how your peers are benefitting from aligning IT and business investments to strategic objectives

3

Part 3
ServiceNow workflow solutions that allow you to manage all initiatives in one place, plan across any work method, and get maximum value from your teams

PART 1

Solve the top 3 challenges keeping your initiatives from aligning to objectives

We've talked to our customers, and no matter the industry, IT business management teams confront common issues every day that impede planning, prioritizing, and tracking work that's aligned to business objectives. But there are intelligent and proactive solutions that can help you conquer these challenges and generate huge benefits to your organization.
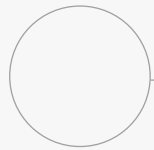
PROBLEM 1

Executives and project management offices (PMOs) have poor visibility on the return of tech investments across IT and lines of business

It's a daily struggle for organizations to connect the work of teams to high-level business strategy because they lack broad visibility into all projects in motion. More than half the time, what the projects teams deliver is misaligned with business expectations, hampering potential revenue growth.

ANSWER

Ensure teams work on opportunities that deliver the most value by managing plans, dependencies, and risks in one place using both traditional and Agile methods; focus on high-quality IT projects that will add value to the business.
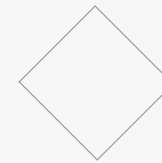
OUTCOME

Teams are aligned to the right goals

- **A single view of all projects and teams,** no matter how the work is planned or delivered (waterfall, Agile, SAFe, hybrid), keeps the attention on opportunities that deliver the most value

- **One entry point for all ideas and requests** simplifies collaborative prioritizing and planning of demands across business and IT

- **Creating, comparing, and balancing** multiple investment scenarios continuously optimizes plans and drives more business value

PROBLEM 2

Organizations can't track myriad investments into initiatives and adequately fund projects tied to business objectives

Leaders struggle to determine the required resources for projects to keep budgets in check. They waste a lot of time aggregating data from a bunch of different sources to ensure teams do work that will yield the best possible returns.

ANSWER

Leverage one platform to collect data on technology and business portfolios and determine how they support business objectives. Also, allocate the appropriate resources to projects to improve performance and drive the highest possible return on investments
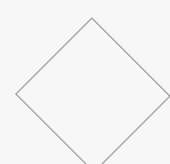
OUTCOME

Exceed expectations for team productivity and project results

- **Innovations quickly become successful projects** that generate revenue growth
- **Top-down, roadmap planning** ensures teams concentrate on the right strategy from the start
- **Project and portfolio management (PPM) and Agile methods** employed across any line of business enable enterprise agility and transformation
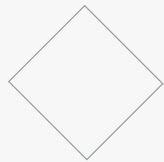
PROBLEM 3

PMOs don't have an extensive view of dependencies and risks as they manage projects via different methodologies

To carry out the work, teams leverage both traditional and Agile approaches with different funding and execution models. And neither approach meets the needs of every project.

ANSWER

Deliver projects faster, increase success rates, and meet leadership expectations on results by scaling Agile planning and DevOps teams; consider a hybrid management approach to understand all project issues across the organization and accommodate unique needs.

OUTCOME

Make work easier and maximize value of projects

- **Successful transition** from traditional planning to Agile and SAFe methodologies

- **More rapid project execution** across the enterprise by scaling Agile planning for both IT and lines of business

- **Better understanding of dependencies and risks** across teams with enterprise-level agile planning and hybrid management

PART 2

It's time to workflow IT business management.

Want proof that it pays to invest in creating greater value from your initiatives and enabling rapid change across the enterprise? Keep reading to learn how companies like yours benefit from:

• Aligning business and IT investments

• Supporting any project delivery method

• Adapting plans to embrace uncertainty

• Managing every demand and idea

Let's dive into each of these payoffs in greater detail.

Alignment of business and IT investments

Organizations struggle to connect their top-level strategy to work their teams do every day. Because of poor visibility and difficulty tracking key business investments, more than 50% of projects the teams deliver don't meet business expectations[3] – a huge blow to revenue potential.

With ServiceNow, you can grow revenue by aligning your technology and business investments to strategic objectives. Full visibility into resources, funds, and plans in one solution will ensure your initiatives, like cloud migrations or DevOps, stay on track and deliver value to the organization.

CUSTOMER SPOTLIGHT

JABIL

Jabil, a leading global manufacturer, uses ServiceNow® for unifying and strengthening its PPM processes to reliably deliver innovative IT projects.

Read **full case study**

25% increase in operational efficiency

"
When we had multiple tools tied together by manual processes, people were suspicious of the data. They just didn't believe the information and discounted it, so project management didn't get the right level of focus. Now people trust the data, so they pay attention to the quality of the projects themselves and use data from the system to help solve project problems.

Thomas McCabe
IT Program Manager at Jabil

Support for any project delivery method

Most organizations have shifted to Agile management to be more competitive, only to find that it doesn't meet the needs of every project. So now, more and more PMOs are using a combination of Agile and waterfall for project delivery—a hybrid approach—to capture the right mix of speed and flexibility.

ServiceNow offers the only solution to support hybrid project delivery, allowing you to select the most appropriate elements of an Agile or waterfall approach to suit a project's needs. This flexibility in project delivery results in greater visibility for executives and projects that yield the greatest possible value.

CUSTOMER SPOTLIGHT

now.

We use our own platform to dramatically simplify project management using a hybrid approach to plan and manage an Agile team's velocity.

Read **full case study**

"

After adopting Agile, the CRM project was able to deliver a minimal viable product (MVP) within four months. With waterfall, it would have taken more than a year.

Duncan Glover
Director, IT Sales Capabilities, ServiceNow

22% faster time to market

Adapting plans to embrace uncertainty

To bolster the business and regain budget control in times of uncertainty, you need to constantly re-evaluate the value of projects as well as the financial and human resources assigned to them. You might need to postpone or cancel some projects, while moving forward on others to take advantage of new opportunities.

ServiceNow solutions help your teams run what-if scenarios to determine the worth of projects. Portfolio managers can simulate multiple investment scenarios, each with a different set of projects and budgets. By comparing them side by side against key objectives, they can identify the best scenarios, then track progress through execution.

CUSTOMER SPOTLIGHT

T··Systems·

ServiceNow gives T-Systems a single view of all project activities across the company, enables integration with workflows across the business, and provides real-time KPI updates on schedules, budgets, quality issues, and risks.
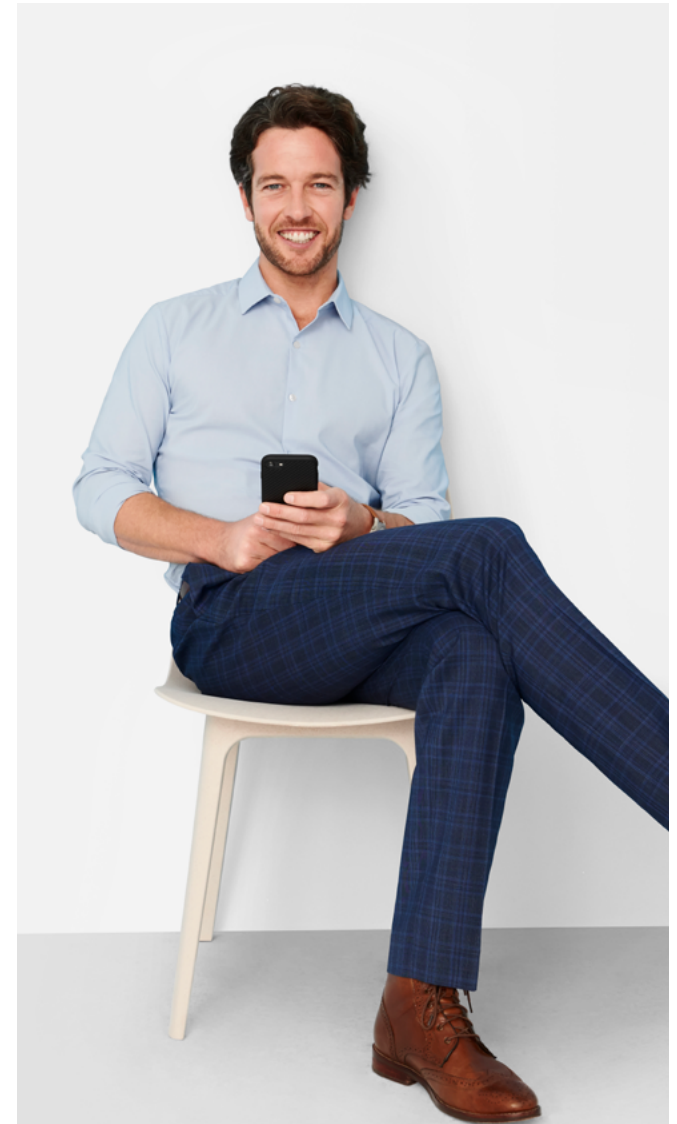
Read **full case study**

"
ServiceNow brings state-of-the-art functionality to project management. The platform approach will make it easier to leverage data to drive outcomes for our customers.

Christian Dietrich
VP Global Project Services, T-Systems

**400** projects managed on a single platform

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Managing every demand and idea

With so much demand and so many ideas across your organization, your teams can struggle to prioritize work and understand dependencies across projects. And you spend a lot of time collecting data from multiple sources to ensure teams are aligned to projects with biggest payoffs.

With one solution, ServiceNow gives you visibility into priorities, dependencies, and risks throughout all project demands and ideas. Whether it's a strategic system change, a small application enhancement request, or a demand for a large customer initiative, our solution centralizes all strategic and operational projects so your teams can focus on work that's always tied to business objectives.

◐◖ CUSTOMER SPOTLIGHT
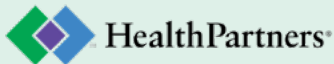
◆ HealthPartners®

ServiceNow Resource Management enables HealthPartners to manage its entire demand pipeline, eliminating manual processes.

Read **full case study**

100% elimination of manual processes

"

It's not just about projects. We can now manage all of our work in one place and easily deflect unnecessary demand. Before, it was spread across hundreds of documents and spreadsheets—screening, qualifying, and approving demands was an enormous effort.

Skip Newton
Manager of Service Management Platforms,
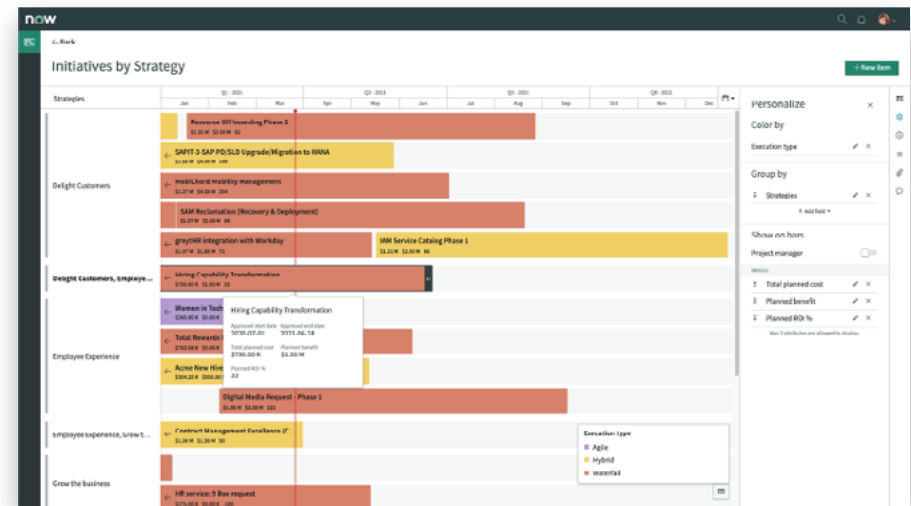HealthPartners

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PART 3

The ServiceNow product that helps you deliver enterprise agility for better business outcomes

IT Business Management

Create greater value from your initiatives and enable change faster across the enterprise as you plan, prioritize, and track work aligned to business objectives.

- Simulate and compare multiple investment scenarios to align your portfolio with the business strategies and roadmap.

- Administer strategic and operational work in one place to reduce bottlenecks; monitor project progress in real time to see exactly how funds are spent and the value of the work being delivered.

- Analyze trends with KPIs, metrics, and role-based dashboards for customer services; increase agility by optimizing and reallocating resources as priorities shift.

- Evaluate demands from the business, new ideas across the organization and available resources from a single interface.

- Manage your entire project lifecycle across technology and business portfolios using an Agile, traditional or hybrid approach.
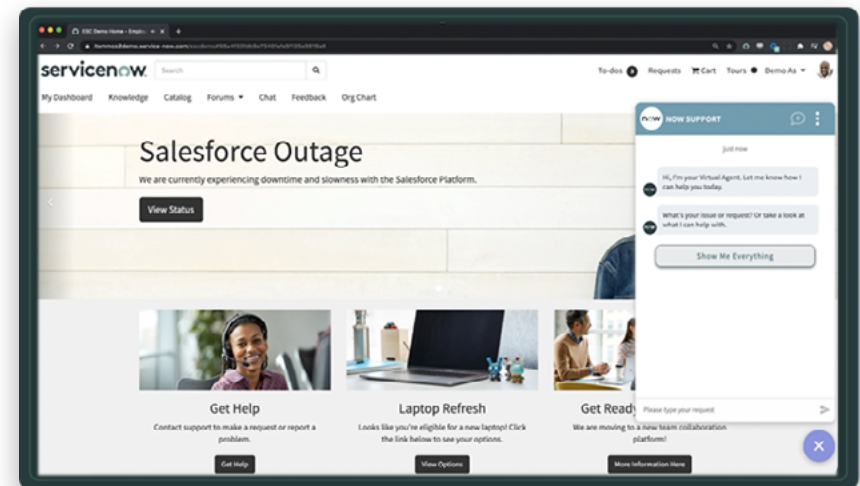
Get more info **here.**

The ServiceNow products that help you increase productivity and create amazing employee experiences

IT Service Management and IT Service Management Pro

Deliver resilient IT services on a single ITSM cloud platform, boost IT productivity with faster platform-native AI resolutions, and serve employees anywhere with always-on IT services.

- Deliver ITSM on a single platform by using built-in best practices to rapidly consolidate disparate tools to a single system of action in the cloud. Harness your shared data and analytics with the most trusted IT service workflows.

- Improve IT productivity and boost agent efficiency with AI-assisted recommendations and automatically assign incidents to the correct resolution team.

- Shape service experiences for employee anywhere, with always-on IT services. Automate support for common requests with virtual agents that understand simple, human language.

- Achieve new insights and proactively deliver high-quality service at scale. Gain full visibility into any process or service with built-in dashboards and real-time analytics that provide actionable information.

- Enable employees to find fast self-help and collaborate across IT, HR, facilities, finance, legal, and other departments—all from a modern mobile app powered by the Now Platform®.
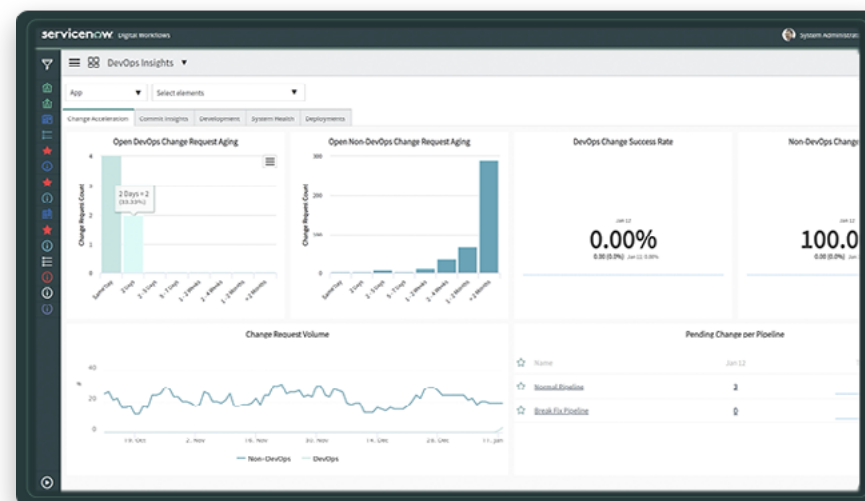
Get more info **here**.

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The ServiceNow products that help you expand DevOps success

DevOps

Enable DevOps success at scale with ServiceNow. Take the risk out of going fast and minimize friction between IT operations and development by expanding DevOps successes across the enterprise.

- Scale DevOps initiatives by adding connectivity, a DevOps data model, and value stream management insights to scale DevOps value and meet your transformation goals.

- Simplify enterprise DevOps and leverage the power of the Now Platform® to speed up software development and deployment by reducing time spent on administrative tasks.

- Drive productivity and collaboration with out-of-the-box integrations and views across multiple DevOps tools and toolchains for applications and infrastructure as code.

- Don't let change management processes hold up your product releases. Automated change creation, tracking, and approval helps you deliver innovation at the pace the enterprise needs without compromising quality.

- Develop and deploy at speed while reducing risk. Automatically gather and connect the right information from the DevOps toolchain to maintain an end-to-end audit trail—all in one place with the Now Platform. The audit trail also contributes to rapid remediation if something goes wrong.

Get more info **here**.

Ready to align your technology investments to business value?

Let's workflow it.

Delivering value from work aligned to strategic objectives is a vital step for enterprises to succeed in the digital workflow revolution. A consolidated, modern IT solution using a single cloud platform revolutionizes IT business management to:

- Provide a single front door and visibility for all demand, simplifying the demand process

- Optimize plans continually by creating, comparing, and balancing multiple investment scenarios

- Connect to the DevOps toolchain to increase scale and pace of delivery

- Take innovations to outcomes quickly via a single view of all work and teams, no matter how the work is delivered (waterfall, Agile, SAFe, hybrid)

- Visualize and communicate product deliverables with roadmaps

- Drive enterprise-wide business change transformation, leveraging PPM across the business

These integrated tools that enable digital transformation are why leading companies and organizations are responding to this moment and are turning to ServiceNow.

For a deeper exploration of ServiceNow IT business management solutions powered by the Now Platform, we recommend the following content:

- ServiceNow is named a Leader in the Gartner 2021 Magic Quadrant for Enterprise Agile Planning Tools **– Access report**

- ServiceNow named a Leader in the IDC MarketScape for Worldwide IT Project and Portfolio Management 2019-2020 Vendor Assessment **– Download report**

- Get visibility and control of your investments, projects, and teams **– Read ebook**

- Best practices for the hybrid delivery model **– Read white paper**

- Western & Southern aligns IT investment with business strategy **– Read case study**

About ServiceNow

ServiceNow (NYSE: NOW) is the fastest-growing enterprise cloud software company in the world above $1 billion. Founded in 2004 with the goal of making work easier for people, ServiceNow is making the world of work, work better for people. Our cloud-based platform and solutions deliver digital workflows that create great experiences and unlock productivity for more than 6,200 enterprise customers worldwide, including approximately 80% of the Fortune 500. For more information, visit www.servicenow.com.

Sources:

1. An IDC Perspective: Driving the Right Conversation with the CxO in 2021 and Beyond, IDC, 2020
2. IDC FutureScape: Worldwide Digital Transformation 2021 Predictions
3. Project Management Institute: Pulse of the Profession Report
4. Forrester, The Total Economic Impact™ of ServiceNow IT Business Management.