

The trend toward outcome-based delivery is an unstoppable business force requiring a transformational (and continuous) value acceleration solution. Real-time, personalized, on-demand access to technology, expertise, and best practices is reinventing value delivery.

A Blueprint for Adopting a Transformational Value Acceleration Solution

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Introduction

In today's business world, delivering customer value is tied directly to a great customer experience — one that includes vendors, partners, IT, line of business, and executives working in concert to drive and deliver value through a set of business outcomes. As executives continue to adopt strategic technology platforms, the need to measure and extract platform value from digital transformation has never been more important. Platform-derived business outcomes take time to develop and deliver; there are people, teams, processes, and technologies involved in any successful platform experience. Today's models for measuring customer value are often too narrow (product centric) and limited (i.e., focused on deployment); they have trouble scaling as more IT and business teams collaborate. The data is fragmented, often manually collected, and outdated; partners are often ignored and business outcomes poorly defined. In effect, it's extremely difficult to use the data to drive alignment between the business strategy and technology investment. Finally, many IT teams are at different stages of maturity, creating internal IT tensions and fragmented toolchains. What's needed is a transformational value acceleration solution to accelerate technology value with a new, role-based, personalized, continuous, and automated approach. This solution should use analytics, advanced tools, and tailored coaching and training to align vendor and customer success, drive speed and innovation, and increase value across every step of the customer life cycle.

Situation Overview

Most CEOs recognize that their technology architecture is now their business architecture. The digitation of processes, platform adoption, new customer engagement models, use of multiple clouds, and complex application architectures require a new way to accelerate value from technology. Realizing value from technology in the past was slow and difficult and involved different systems, fragmented data, and manual processes with an inability to tie the business strategy to the actual value or outcomes. The customer journey was more about product deployments and obtaining product expertise for singular teams rather than value realization through a deep, continuous, personalized relationship developed to drive speed and agility for both business and technology leaders.

AT A GLANCE

WHAT'S IMPORTANT

A value acceleration solution transforms the customer relationship into a continuous, personalized journey that's optimized to speed outcomes and accelerate value across people, processes, and technology.

KEY TAKEAWAY

A value acceleration solution assists technology executives with engaging the C-suite more effectively, using value-based outcomes while enabling a runway for future innovation agendas as an extension from prior successes.

An effective value acceleration solution should focus on speeding value and innovation in a continuous, personalized fashion, meeting customers where they are in their digital transformation journey. The approach is optimized to accelerate outcomes and quantify value across people, processes, and technology by empowering any team to engage when they are ready, enabling them to measure value and adopt innovation as their business demands dictate. A solution provides a set of capabilities that accelerates and measures value across relationships, personalizing data through dynamic dashboards across any team, from the C-suite down. The continuous approach enables a full life cycle journey based on a symbiotic partnership and includes a flexible road map that expands value realization as adoption rises across IT and line-of-business executives. Executive teams can derive value from every capability, providing a direct interlock to business strategy execution. A value acceleration solution provides a transformational approach empowering customers to reduce technology debt and rationalize toolchains, enabling executives to have the data to initiate and drive internal, cross-IT team conversations. Finally, a value acceleration solution balances the ability to accelerate value from today's investments, while providing a blueprint for the expansion of value from future capabilities, using a single unified digital interface.

The new approach to value acceleration requires several innovative characteristics and capabilities. These are:

- » **Personalization.** Across the business and technology organization (and regardless of title), a modern approach includes the ability for role-based relevant data, product adoption, best practices, certifications, information, and so forth that helps the client understand their role in the delivery of business outcomes.
- » **Analytics, insights, expertise, and collaboration.** A comprehensive approach includes the use of analytics to make sense and communicate complicated data, offering recommendations and insights to accelerate value and ROI across the organization, while enabling road maps and bringing teams (line of business and IT) together for collaboration on best practices and troubleshooting.
- » **Outcomes-based action.** Recommendations on next steps should be provided, traversing and including people, processes, partners, and technology, as well as certifications for implementation, developers, and administrators.
- » **Automation.** Customer success at scale should be enabled using automation to accelerate the delivery of business outcomes as much as possible.
- » **Customer journey.** A trusted partnership between the vendor and customer (and including the partner) with a flexible program should provide a specific path forward for individuals and teams, aligning and visualizing business outcomes through every step of the journey, building from value already gained.

The "always on," continuous value acceleration solution requires a combination of technology, expertise, personalized learning paths, catalog of accelerators, developer support, and code reviews. During any stage of the customer journey, there are critical learnings and practices that drive efficiencies, value, and innovation. These "learnings" are used to create inputs and recommendations into the process, providing a foundation for continuous improvement (and accelerating value obtainment) as the organization grows. This new model is about helping customers realize and reach value faster, enabling a runway for future innovation agendas as an extension from prior successes. The solution enables tracking against objectives at scale, enabling customers to move faster, and increase innovation based on unique, system-generated recommendations gleaned from their data and inputs.

Benefits

Accelerating value requires many moving parts to work together effectively and efficiently; the customer, partner, and technology must be aligned, collaborating to accelerate and deliver business value and outcomes. Today's customers want their desired value-based outcomes delivered even as their customer engagement models change and resources shift. The trend toward outcomes-based delivery is an unstoppable business force that requires a value acceleration solution. The solution goes well beyond account management, commercial selling, and assigning a customer success manager (CSM). The new solution must focus on a combination of people (expertise), processes, and technology enabling customers to accelerate business value while having a great, personalized experience at the same time. The solution must be founded on driving and delivering a continuous stream of value every day between the vendor, partner, and customer, placing the customer and its business outcomes at the center of every action and decision.

The benefits of a transformational value acceleration solution span several areas. These include the following capabilities:

- » Deliver a personalized, real-time experience to customers using any device based on their role and responsibilities.
- » Bridge (and visualize) the gap between a platform investment and the strategy execution.
- » Increase platform value by identifying and measuring business outcomes and results and expanding platform adoption and usage from existing and new teams (i.e., bench strength) at the pace of the customer.
- » Increase customer expertise on the platform from certification, broader adoption, usage, and so forth, while driving more productivity from platform teams and enhanced process efficiencies.
- » Define the business value of the platform, with an AI and automation-based operating model that can fit any maturity state, deployment size, and partner scenario.
- » Broaden the awareness of the platform, expanding out platform adoption (and road mapping) across new technology and business teams to maximize value, building on prior successes.
- » Accelerate decision making and value creation by using advisory sessions to help bring vendor, client, and partner teams together.

ServiceNow Impact Solution Overview

The ServiceNow Impact solution was developed and designed with the help of over 200 ServiceNow customers. Built on the Now Platform, ServiceNow Impact helps customers realize impact faster across their business with proactive insights, prescriptive guidance, tailored training and recommendations, and premium technical support and tools. A value acceleration solution, ServiceNow Impact is designed to meet ServiceNow customers where they are in their unique ServiceNow digital transformation journey.

ServiceNow Impact is a digital solution that provides AI-driven value acceleration, premium technical support and tools, experts and designated and dedicated Impact Squads on demand, and personalized learning and coaching. Additional solution details include the following three areas of focus:

- » **Value experience personalization.** Regardless of title or organizational location (IT or the business), the solution uses peer and industry benchmarks, real-time tracking of ServiceNow projects and business progress, value journey mapping, and curated, role-based content for insights and recommendations.
 - The Impact digital experience is a mobile-first, high performance, and role-based design that delivers personalized insights, recommendations, and ServiceNow thought leadership content.
 - The value journey manager provides prescriptive product, technical, and content recommendations to speed the customer's ServiceNow journey.
 - The value realization dashboard and recommendations provide dashboards for value insights and progress tracking, maximizing impact with proactive value realization recommendations, and peer and industry benchmarks. Customers can rank their progress and plan against peers.
- » **Accelerated results.** Prescriptive guidance, proactive and preventive tools, and enhanced technical support are included as are accelerated response times – 2x faster with single-tier, global, direct-to-expert live agent technical support offered 24 x 7 x 365. Developer support also empowers customers with seamless functionality between ServiceNow products and existing customizations, with code review sessions.
 - The instance observer allows customers to monitor all instances in one place, with real-time curated content that provides step-by-step guides for implementation success, including proven methodologies, implementation, and adoption playbooks. In addition, there is a comprehensive library of resources available 24 x 7 x 365 to every customer's ServiceNow team.
 - The Impact accelerator catalog features a menu of fixed-scope "bite sized" service offerings ensuring customers get the right experts at the right time to deliver value quickly.
- » **Personalized and amplified ServiceNow expertise.** Tapping ServiceNow expertise supports collaboration with dedicated expert teams and delivers advisory and blueprinting sessions, tailored training, and coaching.
 - Customers can take advantage of the ServiceNow Impact Squad, their designated and dedicated four-person team of strategy, product, and technology experts working shoulder to shoulder with them on defining specific deliverables such as KPIs, value blueprints and road mapping, governance frameworks, and a customer-specific Impact plan.
 - Expert advisory blueprinting and coaching sessions include half-day product, technical, adoption, and change management workshops with product, process, and technology specialists. These sessions include anytime, anywhere digital access to leading best practices, adoption toolkits, and more.
 - The administration assistant provides additional capacity to ServiceNow administrators for specific requests and common tasks.
 - Personalized learning journeys and certification paths for every customer's ServiceNow team provides the opportunity to deepen a customer's ServiceNow knowledge across the product suite with unlimited access to Now Learning on-demand training and certifications. These offerings include

personalized learning paths and achievement recognition, and custom ServiceNow training and certification for end users, in the customer's instance, using Impact learning credits. Exclusive membership to the ServiceNow Impact Community offers access to peer collaboration, shared experiences, and strategic advisory sessions with ServiceNow executives.

There are four ServiceNow Impact packages to meet customers wherever they are on their ServiceNow digital transformation journey. These packages offer choice and flexibility:

- » **Base package:** This package is included for all ServiceNow customers and offers web-based support and curated content.
- » **Guided package:** "Entry level" offerings include the premium digital experience, enhanced, 24 x 7 x 365 technical support, an Impact Squad customer success manager, curated content, and training credits.
- » **Advanced package:** This package augments the guided package with the Impact Squad team, end-to-end technical support and tools (e.g., instance observer), personalized content and adoption toolkits, and on-demand training and certifications.
- » **Total package:** The complete Impact solution includes dedicated expert Impact Squad team, developer support and advisory sessions, personalized recommendations, and preventive tools.

Challenges

There are several challenges IT and business executives should consider when looking to adopt a transformational value acceleration solution. Some of aspects that could present challenges include:

- » Considering the intersection points between customer experience, platform outcomes, and customer outcomes
- » The ability to use change management capabilities to increase adoption of the tools, processes, certifications, and platform data to adjust and broadly adopt the new value acceleration model
- » Planning and road mapping of data integration into the outcomes-based model
- » The capacity for change management across the company in areas such as process automation, data updates, functionality rollouts, and user platform adoption across business and IT stakeholders
- » The creation and utilization of a process that aligns business outcomes with platform value delivery, in part through the agreed-upon business metrics from the C-suite
- » Bringing together stakeholders across the business and technology teams to understand roles in the value delivery life cycle

Conclusion

Enterprise software vendors typically take two approaches to their customer experience. They either sell premium support that provides a *reactive* approach to assisting customers with technical break/fix challenges or provide a *proactive* customer success program for onboarding, training, and product adoption. By focusing on the customer's desired outcomes and driving value acceleration, ServiceNow is delivering a predictive and personalized model designed

to help their customers achieve and surpass defined outcomes and value. The scale and pace of business change will continue to accelerate due to competitive pressures and nonstop rising customer demands. As technology architectures have become the business architecture for driving growth and innovation, CIOs and their teams must deliver high business returns and continuously accelerate value from their chosen technology platforms. IT leadership teams can drive their company's business strategy, in part by becoming business partners and translating business goals into technology requirements throughout the customer journey. A value acceleration solution can assist technology executives with engaging the C-suite more effectively, using data and value-based outcomes as proof points toward identifying progress and building innovation. Using a transformational value acceleration approach that is personalized, uses analytics, takes advantage of automation, and is focused on quantifying outcomes throughout the customer journey provides technology executives with a tremendous opportunity to extract business outcomes for competitive advantage.

About the Analyst



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Stephen Elliot manages multiple programs spanning IT Operations, Enterprise Management, ITSM, Agile and DevOps, Application performance, Virtualization, Multi-Cloud Management and Automation, Log Analytics, Container Management, DaaS, and Software Defined Compute. Mr. Elliot advises Senior IT, Business, and Investment Executives globally in the creation of strategy and operational tactics that drive the execution of Digital Transformation and business growth.

MESSAGE FROM THE SPONSOR

It's no secret that every company must digitally transform. Yet, the value gap – the mismatch between the expected ROI of a digital transformation initiative and what it actually delivers – is widening.

ServiceNow Impact helps close the value gap by providing personalized guidance and training, real-time value tracking and benchmarking, and enhanced technical support and tools. It helps organizations of every size and industry realize the ROI and results they deserve faster.

Find out more about how ServiceNow Impact can help you make your digital business ambitions a reality at www.servicenow.com/impact.html.



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