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IT makes business dreams real

BY CHRIS BEDI / CIO, SERVICENOW

Every company's ambitions are now digital. As a result, IT permeates organizations and influences outcomes in every corner of the enterprise. Whether you sell cars or clothes, entertainment or detergent, your business architecture is likely indistinguishable from your technology architecture.

Here's why that matters. At the end of the day, companies care about two things: customers and talent. Today, customers interact with brands via apps, chatbots and web portals. It's no different for most employees, for whom work is a series of digital experiences with the occasional live meeting thrown in.

Customer and employee loyalty are both predicated on the quality of these experiences. Each one must feel seamless and intuitive, whether you're addressing a customer complaint, delivering HR benefits to employees, or closing the books at the end of the quarter. You must deliver them reliably and securely, with little or no downtime.

Ultimately, IT determines whether your customers have good or bad experiences and whether you create a talent advantage or not. That's why your tech architecture dictates the strength of your company.

The challenge, of course, is that enterprise tech changes constantly. The technical architectures that served us well in the past may not serve us in the future. ERP is a great example of this cycle. Starting in the late 1990s, companies invested heavily in ERP systems designed to provide an integrated, continuously updated view of core business processes such as production capacity, purchasing, payroll, accounting and much more.

These investments brought major efficiencies and productivity boosts, which are now table stakes because most companies have already captured them. ERP platforms are still vital systems of record for most organizations, but they can't get us to the next level of speed, experience and productivity where all companies must operate if they want to stay relevant.

This leap requires intelligent workflows to integrate the various systems of record used to run core business functions like talent, finance, legal, customer service and so on. ServiceNow's Now Platform, for example, includes core capabilities that enable companies to quickly and efficiently digitize workflows and run them at scale. We use AI and advanced analytics to surface information, make predictions, and automate repetitive tasks, so employees can focus on more strategic work.

Digital workflows break down information silos, allowing work to flow smoothly across the organization. That's especially important in today's frenzied talent market. To hire and retain talented employees, companies need to think beyond pay, policies and benefits. Those things will always be important, but work experiences contribute far more directly to job satisfaction. So ask yourself: does our IT architecture deliver (a) great experiences or (b) friction? To create a sustainable talent advantage, the answer must be (a).

Increasingly, knowledge workers want to help create the digital experiences that define their work and Gartner estimates that 40 percent of the workforce today is equipped to digitize their own workflows via low-code no-code tools. Organizations that enable citizen developers to create friction-reducing apps will be set up to win the war for talent.

On the customer side, companies the world over have invested heavily to create snazzy front-end experiences like chatbots and mobile apps. Equally important, though, is what's behind that curtain. What are the operational processes that support your customer experiences? Are they fully optimized, with machine learning baked in that guides customers along their journey? If the answer to many of these questions is no, then customer loyalty will likely erode over time.

As technologists, we can never forget that we exist to deliver fantastic experiences to our people and the customers they serve. If we orient ourselves to that North Star, success will surely follow.

The art of enterprise intelligence

BY DAVE WRIGHT / CHIEF INNOVATION OFFICER, SERVICENOW

Amazon, Venmo and Uber Eats: none of these iconic brands allow us to do anything we couldn't do before. After all, I bought stuff on the internet, paid the babysitter, and ordered food delivery for years before any of those companies came around. These game changing businesses have offered something very new though: sophisticated consumer technology delivering really good user experience.

But when it comes to enterprise technology, somehow we seem keen on making the experience as complicated and inefficient as possible.

It's time to change.

The new generation of workers don't see it as a badge of honour to master unnecessarily complex processes and interfaces. Outside of work, they're accustomed to booking a holiday, getting a car loan, and even making an offer on a house, all with a swipe of their finger on the smartphone.

So it's no wonder they just won't put up with work that's full of friction. Challenges brought on by the pandemic - and the following so-called 'Great Resignation' - have underlined the need for digitisation. Yet for your average worker, the end-user tech experience hasn't improved much in decades.

In the next couple of years, work is about to see a radical transformation, powered by artificial intelligence and packaged in much better user experiences. How will you make sure you won't be left behind?

DIGITAL GOALS, ANALOGUE MINDSET

The uncomfortable truth is this: for many companies, digital transformation just hasn't paid off. According to IDC, investment in digital transformation has now surpassed three trillion dollars around the world, but less than half of organisations have achieved the expected outcomes after implementation.

I find that companies want to transform for three reasons: speed (do what you do faster), efficiency (do what you do better) or business drivers (do what you didn't do before).

So, if they know what they want to achieve, why are so many failing to meet their goal?

Most business leaders aren't digital natives. We weren't born after the iPod; I was barely born after the cassette player! I spent my formative years in the analogue world, and so did many people who orchestrate digital transformation initiatives.

Maybe this is one of the reasons why we see so many digital transformation initiatives falter, because so many of us still think like before, trying to simply translate analogue processes without seeing the potential for true digital transformation. So let's think about doing things differently - and actually use technology to its maximum potential in order to set and achieve digital transformation goals.

HUMANS AND MACHINES TOGETHER

For many years I have talked about two things that will impact the way we work: artificial intelligence inspecting the system that it runs on and the use of augmented intelligence to enable humans and machines to work together.

ServiceNow's artificial intelligence can function as a recommendation engine to suggest ways the processes can be enhanced and systems can be optimised. The system works by effectively looking at multiple elements of data to allow users to see benchmarks against companies of similar size, or in similar industries. This allows users to understand how they compare to what they could achieve.

ServiceNow can make prescriptive recommendations as to what the user could do to boost efficiency and therefore optimise the value. And, since we get to understand how the customer instance behaves, it allows us to do predictive analysis of performance.

For me, this is what artificial intelligence is all about: the interface between machines and people. It should make people›s lives more interesting by removing the mundane. And it will help knowledge workers make more effective decisions by presenting the right information and insights.

HAPPY EMPLOYEES, HAPPY CUSTOMERS

"Happy staff are proud staff," Richard Branson once famously said, "and proud staff deliver excellent customer service, which drives business success."

Using artificial intelligence goes a long way in freeing employees from drudgery and making them lead a more fulfilled work life. And companies should go a step further

> **It should make people's lives more interesting by removing the mundane. And it will help knowledge workers make more effective decisions by presenting the right information and insights.**

and remove all friction whenever possible.

Good user experience is down to hiding and simplifying complexity. When you use Google, Netflix, or Amazon, you get a very streamlined and easy experience. But in the background, there are some of the most complex algorithms in the world making the results look easy.

Pfizer, the American pharmaceutical conglomerate used to maintain multiple portals to store and share information with its multinational workforce. But in the fierce competition for talent today, workers' user experiences matter more than ever. Even before their first day of employment, employees will judge their employer based on the onboarding experience.

So in order to provide a seamlessly integrated experience with access to curated content, improved functionality, and relevant intelligence, Pfizer implemented the ServiceNow HR Service Delivery Enterprise with Performance Analytics and Integration Hub, along with such platform products as Service Catalog, Portal and Knowledge Management. The resulting employee portal guides a worker's journey from pre-hire through the first six months, making sure they are efficiently onboarded and set up for success.

If you're like me, you'll remember how you spent the first days - or even weeks - on the job, sorting out paperwork and running around from office to office. Today, Pfizer's new hires access knowledge articles, workplace resources, online search functions, case management functions, and a digital assistant in one place, making them productive members of the company much sooner.

With three releases in 2021, Pfizer's unified ServiceNow portal delivered instant results that you'll read about in the following case study. To me, this is just another example of how digital tools can and should make work simply better.

PROACTIVE, NOT REACTIVE

Artificial intelligence can help organisations respond quicker and smarter to the ever-changing business landscape. But instead of merely being reactive, business leaders should use AI's predictive power to anticipate needs and make well-informed strategies.

For me, it all comes back to experience. Whether it's for your customers or employees, think about creating the most intuitive and delightful experience, powered by digital tools used to their full potential.

Now that's true intelligence.

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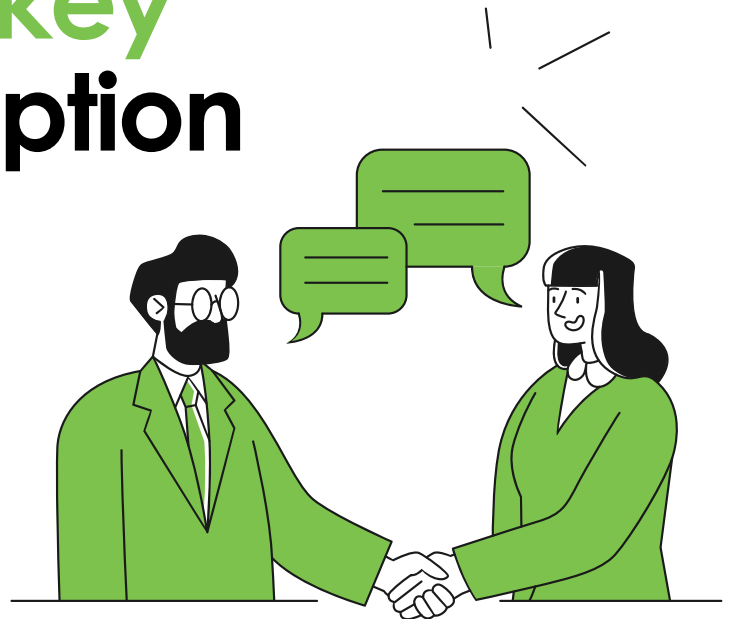
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Accenture ServiceNow Business Group

Partnerships key
to mass-adoption

BY PAUL ESHERWOOD /

EDITOR, ERP TODAY

When the world's largest consulting firms like Accenture, Deloitte and EY start talking about a 'once in a lifetime opportunity' the rest of the world better sit up and take note. While all the major SIs have long-established partnerships with traditional tech vendors, there is no doubt that ServiceNow is the hottest ticket in town. Partners around the world are gearing up for a tsunami of ServiceNow work in order to move their customers out of twentieth century business architecture and into a cloud-first, digitally-native workflow environment.

David Kanter, ServiceNow Business Group lead at Accenture, told me: "We're moving to a highly decentralised environment which is going to require rethinking all of the processes used to run a business. ServiceNow is the technology platform that enables customers to move to the cloud with optimised processes and a single control panel for their operations. He continued: "Accenture is one of the top five ServiceNow customers globally and we are pushing the edge of what's possible with the platform. We have some of the best credentials in the world and that allows us to support our customers in a very unique way and become a one-of-a-kind partner."

ServiceNow partners with hundreds of organisations around the world but it is the global elite partnerships which are central to ServiceNow's overarching strategy. These powerhouse consulting firms own thousands, if not millions, of corporate relationships and each one of them

is working flat out to help customers understand and execute a digital strategy.

EY and ServiceNow recently announced the formation of a new super alliance that would create a $1bn business to tackle the workflow crisis created by legacy technologies. Carmine Di Sibio, EY global chairman and CEO, told ERP Today, "Together, EY and ServiceNow teams are unlocking the potential for organisations to become more dynamic and innovative. By combining our deep industry knowledge with the ServiceNow platform, we are harnessing technology to invigorate business and drive better performance and growth."

Deloitte is another commanding force that is squarely behind the ServiceNow opportunity, having also implemented the solution for its own employees. You can read more on how Deloitte is using ServiceNow over the page where Richard Houston, UK CEO, told our technology editor, "I see a future where all of our people access a digital Deloitte, enabling them quick and easy access to the full capabilities of the firm - wherever they are."

However, it's not just the global players that are diving in to the ServiceNow opportunity – there is a growing number of smaller pure-play ServiceNow partners like Crossfuze, FlyForm, NewRocket, Unifii and the amazingly-named whyaye! to name just a few.

There are more than 125 elite partners to choose from and 230 premier partners with a full list available from the ServiceNow website.

Cute acquisitions augment the core offering

ServiceNow is building-out its offering with highly targeted acquisitions that enrich the core proposition rather than making huge plays that history knows are sometimes difficult to integrate.

The enterprise tech industry is littered with acquisition mishaps where vendors have bet the farm to buy the competition or acquire customers. ServiceNow is effectively in an industry of one at the moment so that option is off the table, and in any case, their strategy is altogether different.

The blueprint of buying smaller, industry leading yet quite niche, companies has ensured that ServiceNow is able to maintain the same exceptional standards of engineering across the Now Platform. During my interview with Bill McDermott, CEO at ServiceNow, he told me that, "The platform itself has been designed at such a sensational level of quality and the engineering pride in the company is so fantastic that nobody would put a piece of code in our platform that is not world class."

Since 2013, ServiceNow has made 21 acquisitions - which sounds like a lot - but those additions have come in the form of smaller strategic buys that complement or improve existing services. Its most recent acquisitions include Gekkobrain, Mapwize, Swarm64, Lightstep and Intellibot - all of which delivered very specific enhancements to the ServiceNow offering without fundamentally changing the core product.

Gekkobrain extends the power of ServiceNow Creator Workflows to help organisations identify and understand custom code in their ERP deployments. Layering on the low-code capabilities of App Engine helps organisations rapidly and cost-effectively modernise their ERP systems by seamlessly identifying, automating, and customising workflows to reduce the risk and cost traditionally associated with ERP software migrations.

Mapwize provides indoor mapping capabilities for employees as they reserve seats, conference rooms, workspaces and workplace resources, as well as navigate offices from their desktop or mobile devices. Mapwize capabilities will also help workplace teams manage and update floor maps based on usage trends and evolving realestate needs.

Swarm64 helps customers manage data across many different use cases to execute complex, high-speed data analytics at scale. Lightstep is a pioneer in next generation application monitoring and observability and helps DevOps engineers build, deploy, run and monitor state-of-the-art cloud-native applications. Finally, Intellibot is an RPA tool that extends ServiceNow's core workflow capabilities by helping customers automate repetitive tasks for intelligent, endtoend automation.

We expect to see more acquisitions throughout 2022 and beyond, particularly in the enterprise visibility, process automation, security and mobile workforce management space.

ServiceNow is effectively in an industry of one at the moment so that option is off the table, and in any case, their strategy is altogether different.

In conversation with Unifii, one of the few independent Elite partners

Q It's day one and you are in front of a new prospect – how do you articulate the ServiceNow proposition?

Our initial engagement focusses on understanding why a prospect has considered taking ServiceNow. Once we understand this, we can ensure we provide them with a tailored view of the platform and provide examples of how others are addressing some of those pain points. We take the prospect through a high-level journey of what an implementation could look like. We introduce our background as former ServiceNow customers who set up a consultancy to deliver programmes in a different way. We're proud to be one of the few independently owned Elite ServiceNow partners in the UK.

Q The lines between transactional applications and low code tools are blurring. How does Unifii ensure that its own applications reduce complexity?

For the ServiceNow store applications we've deployed, these are built based on customer needs: they are either complimentary to the ServiceNow products sets or they provide capabilities that aren't already part of the ServiceNow product catalogue.

Where we are deploying applications via the app engine route, we work very closely with the commissioning business teams and ensure we start with the business process requirements. This ensures we have a holistic understanding of the intended outcomes, the necessary inputs, expected user experience and any known future growth or changes expected, so that we have a properly architected solution before beginning.

Q How does the ServiceNow proposition augment existing investments in IT and what additional value can it deliver?

ServiceNow provides the overarching co-ordination layer that many point solutions lack. Whilst migrating systems of record to the cloud is part of the process, a disjointed user experience has led to many great pieces of work being met with indifference or even frustration by the end user community.

ServiceNow can offer a single pane of glass for multiple different service areas, while delivering process controls through approvals and validation – this ensures only valid requests are being passed through to other systems for automated or manual action. With the broad array of prebuilt integrations ever expanding, putting ServiceNow at the heart of your employee experience can drive efficiencies and reduce manual effort for many simple commodity type requests.

Q How does an independent consultancy like Unifii ensure that implementations are pain-free for the customer?

ServiceNow projects are often commissioned to replace an underperforming solution or a solution that never succeeded in the first place. As such, we have lots of experience working with teams who are suffering from transformation fatigue.

Our approach to ensuring successful projects starts in the sales cycle. Many of our sales staff have come from delivery backgrounds, so are skilled at validating potential challenges from past projects against the customer's expectations. This allows us to build up a view of not just what level of support they will need, but also if there are certain project team members that would be a good fit. Having a team that gels between the customer and the partner is massively important to establishing trust.

Q How does the ServiceNow platform and Unifii's approach ensure that customers can realise value quickly from their investment?

For many ServiceNow customers ROI is achieved well inside the first year, thanks to the maturity of the products and the ability to deploy them with minimal additional configuration.

At Unifii, our priority is to get the project delivered to a high standard and in the expected timeframe, so that customer can maximise their initial outlay on licenses. We do this through relatively short, sharp delivery windows along with a detailed pre-work plan that allows us to gather requirements upfront. We do our platform build in two-week sprints with regular capability reviews, so there is the option to release capabilities in phases.

From the lab to the jab: NHS Scotland drives Covid-19 vaccination with ServiceNow

The global pandemic has of course seen the Covid-19 contagion affect almost every human life on the planet. With global supply chains disrupted, national economies jolted and the very fabric of human endeavour stretched to new limits, this has been a period of disruption like no other.

We all know all of those surface elements, just from listening to the news and talking to colleagues and loved ones. What most of us have less awareness of are the mechanics of the systems that have been working to get us vaccinated, keep us protected and to deliver on the subsequent elements of the pandemic response programme.

Determined to ensure that its nationwide rollout of the vaccination and wider elements of vaccination management were expertly executed, NHS Scotland expanded its pre-existing use of the ServiceNow platform.

Protecting PPE, personally

With initial ServiceNow footprints for IT Service Management, HR and finance, the Scottish health body moved to expand its use of the Now Platform to look after the safety of its 140,000 staff and ensure that the most vulnerable demographics would be vaccinated as a priority.

NHS Scotland designed and built workflows on the ServiceNow Now Platform to manage PPE tracking, contact tracing and care home testing. The new vaccination management system was built in just six weeks, a fortnight ahead of schedule.

While the external perception of the task facing NHS Scotland might

have led some to think that administering a vaccine programme would be second nature, it is important to remember just how different this process was. NHS Scotland's healthcare professionals know how to operate vaccine rollouts, but they have never had to deliver multi-dose vaccinations while managing limited supplies across a rolling base of prioritised age-dependent and vulnerability-based scheduling.

Vaccination is a workflow

Although vaccination is intimidating for some, it is comforting and painless for most people. But however we regard the process personally, it is essentially a procedure. This fact enables us to determine that vaccine administration and delivery is a workflow. Logically then, it can be a digital workflow.

Because vaccination administration, management and delivery is a process with clearly defined steps, it is a perfect candidate for encoding into a digital workflow. In the same way a business might use customer service management or employee service delivery, vaccination workflows have enabled NHS Scotland to build a consistent and dynamic service.

With many of the UK's healthcare providers relying on rudimentary database services, Excel spreadsheets and even hard copy records to track individuals' vaccination status, the ServiceNow use case at NHS Scotland represents a watershed point of IT evolution. The work at NHS Scotland showcases how other healthcare providers can now move on from

outdated practices, such as depending solely on email for patient communications.

An out-of-the-box antidote

The six week build included team members from National Digital and Information Security at NHS National Services Scotland and its 400 staff under the watchful eye of director Deryck Mitchelson. Alongside Mitchelson's engineers and a cadre of ServiceNow experts, software and data consultants from Capgemini, Atos and KPMG also formed the total working group.

Insisting upon a system that would be delivered with minimal customisation, Mitchelson reflects the all-in efforts exhibited by so many individuals throughout the pandemic. He has stated that he realised the team just didn't have time to start from scratch.

"We needed to create a solution that was as out-of-the-box as possible. Thanks to our previous experiences, we knew ServiceNow was capable of offering something that was ready-to-go and easy to tweak, fast," said Mitchelson.

The NHS Scotland vaccine management system has enabled the scheduling and recording of vaccinations for all Scottish citizens eligible for vaccination. It does this by allowing Scotland's general population to book their own appointments through a citizen portal.

Using ServiceNow's platform and tools, NHS Scotland was able to integrate national data with local GP records and so enable citizens to request individual time slots as the system also created local standby

lists. The deployment itself provides a national picture of progress, with the means to explore local data sets.

"Our clinical database, made up of information we receive directly from different Scottish health boards, feeds ServiceNow with data drawn from all the individual patient cohorts we've created based on various risk factors. It then creates a schedule based on the clinics, locations and staff we have available," said Mitchelson.

The team then validates those schedules with health boards, pushes extracts to printing companies and then send notifications to the relevant patient cohorts with appointment times, instructions and other information.

A rolling, dynamic and systematic approach

Dynamic at its heart, the flexibility of the Now Platform has allowed NHS Scotland to develop and deploy new functionality as the vaccination rollout has progressed. Subsequent workflows planned include a dedicated portal for unpaid carers to request a vaccine and the integration of social media feeds to communicate with 18 to 25 year olds.

ServiceNow Vaccine Administration Management delivers a modern, self-service experience across desktop and mobile devices. It connects patient engagement with back-end inventory systems so organisations can schedule appointments and send reminders to notify patients when more Covid-19 vaccines are available. It also communicates to citizens when a new segment of the population is being prioritised for the vaccination.

The partnership between ServiceNow and NHS Scotland is now helping to deliver a range of different services to help fight the pandemic such as contact tracing. Looking further afield, the ServiceNow Now Platform is also helping to manage care home testing and lateral flow testing in schools.

Mitchelson and NHS Scotland's progressive work with ServiceNow and its consultancy implementation partners mirrors the outstanding work carried out by the scientists and immunologists who worked to develop the Covid-19 vaccines. Moving timescales from years to months and in some cases weeks, the work here is characteristic of the global response to look after and care for the health and wellbeing of so many people around the world.

Dynamic at its heart, the flexibility of the Now Platform has allowed NHS Scotland to develop and deploy new functionality as the vaccination rollout has progressed

ServiceNow's critical role in today's HR tech market

BY JOSH BERSIN /
GLOBAL INDUSTRY ANALYST

The HR technology market is massive. More than $80bn per year is spent on tools to hire, pay, manage, develop and support employees around the world. Our research has identified more than 6,000 vendors that support this mission-critical and complex market.

The first HR mainframe systems were designed for employee administration, payroll, performance management and compliance, and were used by finance, HR managers, and system administrators. Employee services, such as applying for vacation time or benefits were typically handled by dedicated staff. Over time, HR system design evolved to include interfaces for employee use. Individuals could submit their own job applications and vacation requests, track their pay and performance reports, and manage their learning. But these interfaces were often not easy to use, especially by occasional users, and system changes typically required customised development work and support.

Today, employees expect work technology to be as simple, intuitive, and efficient as their personal systems and apps. Companies also recognise that difficult to use, complex systems compromise employee productivity. Hence, the recent emphasis on employee experience and the shift - greatly accelerated by the pandemic - to HR systems designed specifically for employee use anywhere, anytime and on any device.

Today companies have a tapestry of legacy systems, many of which are more than five years old, providing functions such as payroll, employee scheduling, benefits administration, performance management and recruiting. The challenge we face is creating easy to use, workflow-oriented apps for employees in a way that is cost and time efficient and which can still leverage the critical functions performed by these legacy systems.

ServiceNow has emerged to fill this need, making it a juggernaut in the HR tech market. The ServiceNow platform, designed to integrate with almost every back office system, is essentially a toolset to design, configure and implement a wide range of employee experience applications. The platform includes tools to build journeys, survey and listen to employees, capture cases and feedback, and create easy to use employee portals and learning journeys. Unlike legacy systems, it does not force companies to redesign their back-end processes. Additionally, ServiceNow knows how to execute well. This company can build and deploy enterprise
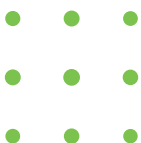
software faster than almost any I've ever seen.

Introduced late last year, ServiceNow's Rome release focusses on the creation of workflows and employee journeys and includes a suite of tools for journey design, journey management, learning in the flow of work, surveys and every possible use case for delivery of virtually any kind of service. All of these tools are based on ServiceNow's 'citizen developer' strategy - the intention being to give its customers the ability to quickly design and customise experiences that meet the business and employee needs of the moment.

The Employee Centre, which is built on the ServiceNow tech stack, provides a single, connected interface for employees to find information, request services, and get help across departments -including IT, HR, facilities, procurement and legal. Employees can quickly find what they need in one place. The Employee Centre is also fully integrated with popular collaboration tools such as Microsoft Teams. Customers can also create 'child sites' localised and customised for different groups or geographies.

ServiceNow was one of the first vendors to support employee journeys for the moments that matter, such as onboarding, promotions, job transitioning, and leaves of absence. Journeys are often customised for different job roles and geographies, have multiple steps, and often require pre-requisites and management approvals. They may also include various types of informational content, surveys and branching.

ServiceNow offers five feature sets for employee journey management that really stand out to me and are uniquely suited for today's continually changing business conditions:

• The lifecycle events feature lets customers develop multi-step journeys, integrate various back-end systems, measure progress, and embed all sorts of content and other data.

• The journey accelerator is a toolset for managers (or HR staff) to quickly build their own employee journeys or customise, copy, and share journeys they've built. For instance, a sales leader could quickly create a new journey specifically around a soon-to-be-released product.

• Learning posts are panels of learning objects which can be grouped by topic or for specific roles. They can be embedded into journeys and launched, promoted, searched and managed.

• Listening posts let customers create short or long form surveys integrated into journeys.

ServiceNow is a game-changing solution provider. It is a definite threat to many vendors in the space and has the opportunity to compete with established offerings in key areas
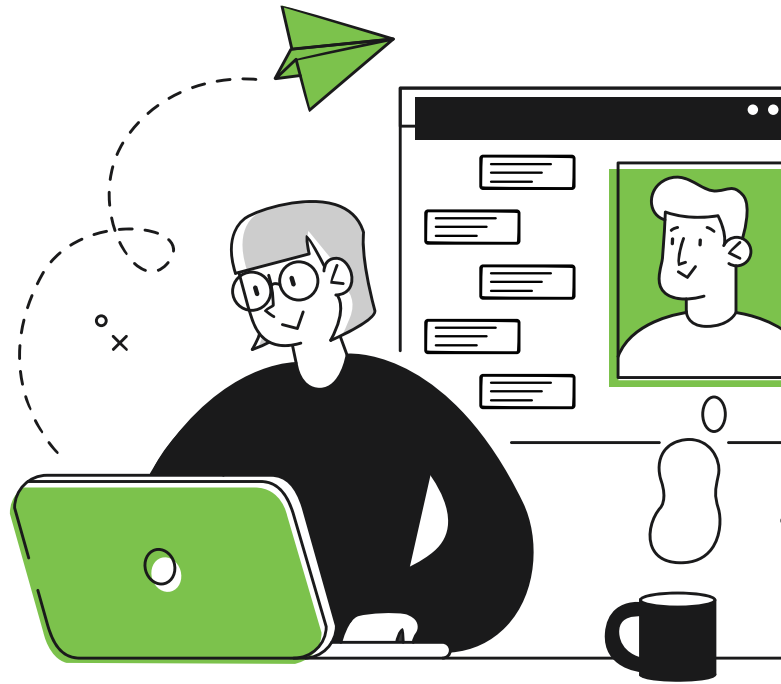
• Finally, a set of prebuilt applications called EX packs, are designed to be out-of-the-box, customisable journeys. Included are journeys for medical leaves of absence, open enrolment, performance concerns and improvement plans, employee reskilling, HCM implementation planning and alumni experiences.

Remote and hybrid work are among the biggest challenges companies face right now, so ServiceNow has doubled down in these areas. Its solution includes apps for workplace scheduling (finding a desk or office), workplace space management (defining occupancy rates and other diagnostics), and integrations with Outlook for scheduling of conference rooms or other facilities. These are all coupled with ServiceNow's other safe workplace apps, further enhancing a company's ability to manage its in-office, hybrid, and distributed workforces.

ServiceNow is a game-changing solution provider. It is a definite threat to many vendors in the space and has the opportunity to compete with established offerings in key areas. For instance, while its learning and listening posts are not as deeply integrated as some specialised solutions, I can see more companies moving learning and listening to ServiceNow.

For the foreseeable future, the job market will remain hyper competitive, and companies will continue to struggle to hire and retain employees. Building fantastic employee experiences is vital to business success. Whether your employees are white-collar professionals, nurses, truck drivers, or retail workers -they need tools and apps that make work easy, not complex HR and work-related systems that take months to learn. ServiceNow is a company that is very well positioned to grow and prosper in this climate.

Success on file:
Deloitte delivers digital briefcase on ServiceNow

In a world where digital information management and control determines business success in every vertical, organisations of all sizes have realised the need to provide data-driven tools for every employee workflow, every interaction and every business transaction.

With a determined action to deliver a set of tools that would enable staff to excel and reap greater fulfilment from their roles, Deloitte's UK CEO Richard Houston set out a mandate for the organisation's evolution back in 2019.

"I see a future where all of our people access a digital Deloitte, enabling them quick and easy access to the full capabilities of the firm – wherever they are. This will include a 'Digital Briefcase'; delivering insights and capabilities that are personalised to an individual's industries and clients", stated Houston.

Inside the briefcase
A key element of the Digital Briefcase is the 'My Support' solution, a user experience tool built on the ServiceNow platform using ServiceNow Employee Workflow. Its core functions improve the efficiency of internal service desks operations and functions from service providers so that employee needs are satisfied quickly.

With an existing technology stack of legacy tools, Deloitte had not applied a consistent design philosophy across that estate. Its strategy with ServiceNow centred around the human-centric design of the engagement layer of its new technology stack.

"We designed our ServiceNow deployment to serve our colleagues and shield them from the underlying, data-hungry enterprise solutions. This also allows us to serve a more consistent experience and avoid fragmented connections," said Sean Pepper, Lead Alliance Partner for the European ServiceNow practice at Deloitte.

With a degree of ServiceNow technology in place since 2013, Deloitte has now shifted its deployment to an enterprise platform model with federated build teams spanning defined business areas.

This enabled the company to consolidate technologies across a number of functional areas and retire a host of legacy tools. It increased its use of ServiceNow for project and portfolio management, agile work management, integration, knowledge management, testing and other functions across HR, Finance and more.

The future of work
As a company well known for its analysis into technology trends and its work with eminent research institutions such as MIT Sloan on the future of work, Deloitte was determined to revitalise its own digital core to maximise employee benefits and wellbeing. Building My Support on ServiceNow Employee Workflow, Deloitte also engineered an evolution beneath the employee layer. In other areas, Deloitte has been building a new digital foundation using ServiceNow's IT Workflow, IT Operations, IT Business Management, Integration Hub, Governance, Risk & Compliance (GRC) and SecOps products since 2015

"We exploit ServiceNow Performance Analytics for a GBS Command Centre. The current solution uses the ServiceNow Employee Service Centre for our desktop and mobile engagement layers, but we have a proof of concept nearly complete to switch to the new Employee Centre – this is not surprising given we are the lead launch partner for this product," said Deloitte's Pepper.

Deloitte has recently added ServiceNow Virtual Agent to extend employee self-service abilities and to manage live agent chat. Additionally, ServiceNow Agent Workspace has been deployed to improve the experience of colleagues that provide services and improve their efficiency and the efficiency of the firm's own service desks.

The team uses the ServiceNow Onboarding mobile product for its graduate and experienced hire processes. It also uses the ServiceNow App engine for some specialist areas where it has high data protection requirements.

Out-of-the-box
Deloitte aims to always achieve an optimal out-of-the-box enterprise software deployment with minimal configuration or customisation as a standard. This approach has characterised its ServiceNow migration, but Deloitte has also built its own accelerator packages to enable employees to adapt to new functionalities where appropriate.

A 360-degree deployment programme with CEO Houston regularly updated, Deloitte's progression involved front and back office colleagues working together to rapidly deliver outcomes. Deloitte is currently at the end of the second year of the delivery phase of the transformation programme, with its third year on track to see the completion of the transition. The company describes the entire process as a continuous transformation capability to build its future-fit digital core.

servicenow. | **Deloitte.**

When employees are empowered, everyone wins. Especially your clients.

Deloitte has seen significant benefits in its use of ServiceNow technologies across its global businesses, including:

20-50% productivity increase.

Four-to-five fold ROI in workflow efficiencies.

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The Now Platform is the foundation of ServiceNow's success

BY HOLGER MUELLER /

PRINCIPAL ANALYST,

CONSTELLATION RESEARCH

The backdrop –enterprise application platform (EAP) matter more than ever.
I contributed a piece to the Q1 2022 issue of ERP Today on the importance of EAPs and their key criteria that matter. No need to repeat them here but you can take a look at the article in the main magazine. EAPs have gotten stronger across the board at all vendors, and ServiceNow's Now Platform is no exception. Let's dive a little deeper into the Now Platform.
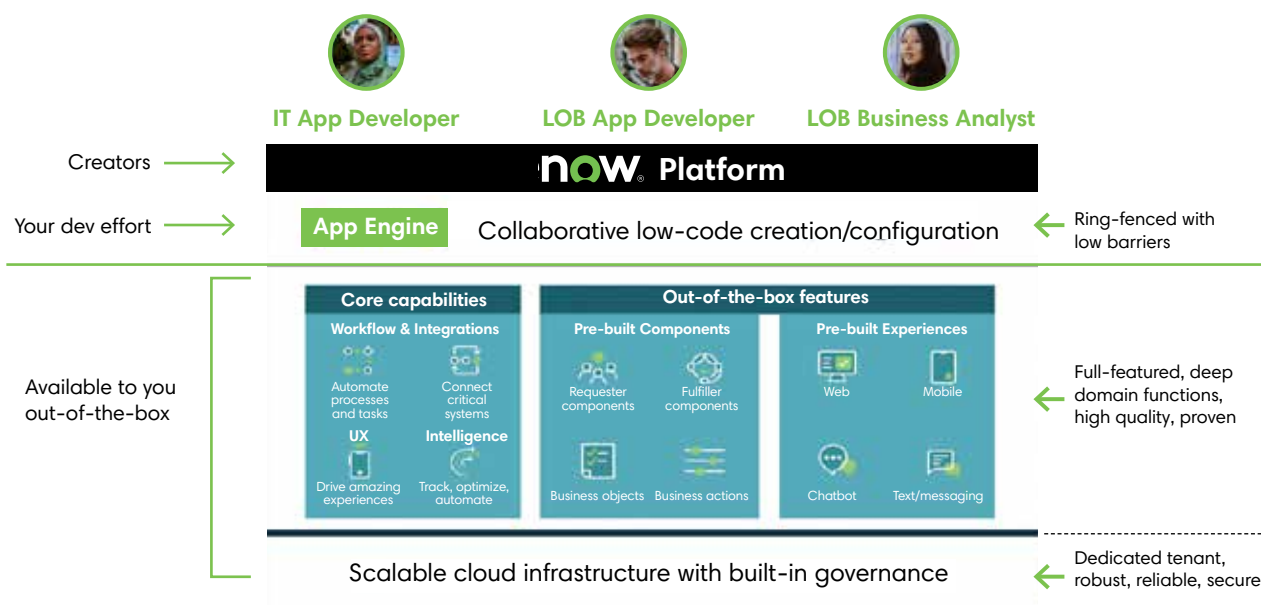
Key Now Platform capabilities
At its core, the Now Platform enables process automation across different enterprise systems. At its core it is the App Engine that powers this process automation. Core capabilities, with e.g., RPA as a prominent 2021 innovation, and out of the box features (e.g., business components and channel support with chat, web, mobile and IoT) support the execution of the code of the app engine. But ServiceNow is doing more than just the development of process automation, it also helps enterprises on the discovery of processes as well as their tracking and optimization. Underlying the overall platform is support for AI and ML capabilities, that e.g., enable smart recommendations and NLP capabilities. An Integration Hub with vendor supported integrations to third party products makes it easy to integrate with the created process automation. The Now Platform services all key user types for process automation, first and foremost business users, but also process analysts, automation developers and IT Operation.

A key capability of the Now Platform is to rapidly create process automation artefacts (this is the code that powers the automation), allowing for low code / no code creation as well. At the base of the capability is the ability to use process automation services that the platform has (e.g., workflow, ML, AI, identity, reusable data models etc.). On top of that the Now Platform provides pluggable process automation components, starting with key patterns and objects (e.g., Case, Task, Asset etc.). In combination with end user services (e.g., self-registration) and common services (e.g., anomaly detection) as well as knowledge worker services (e.g., playbook) it is easy and fast to create rich process automation artefacts. Once created, the Now Platform allows to operate these artefacts across process experience components, like mobile, web, email etc. Lastly there are several workbenches that support the different users building process automation artefacts (e.g., App Engine Studio, Process Automation Designer etc.).

Any developer, any app, one platform

IT App Developer   **LOB App Developer**   **LOB Business Analyst**

Creators ——→   **now. Platform**

Your dev effort ——→   **App Engine** Collaborative low-code creation/configuration   ←— Ring-fenced with low barriers

Available to you out-of-the-box

Core capabilities		Out-of-the-box features		
Workflow & Integrations		**Pre-built Components**		**Pre-built Experiences**
Automate processes and tasks	Connect critical systems	Requester components	Fulfiller components	Web / Mobile
UX	**Intelligence**			
Drive amazing experiences	Track, optimize, automate	Business objects	Business actions	Chatbot / Text/messaging

←— Full-featured, deep domain functions, high quality, proven

Scalable cloud infrastructure with built-in governance   ←— Dedicated tenant, robust, reliable, secure

SOURCE: SERVICENOW

The secrets of the Now Platform success

Let's look a little at the key capabilities that from an architecture perspective are the secrets of the Now Platform's success:

• **Get the fundamentals right.** The Now Platform has at its core been operating the same since the start of ServiceNow. Compliments go to the original architects to build a platform that has proven its scale and future readiness not only till today, but also the foreseeable future.

• **Focus on universal processes.** A key success factor for platforms is that they support a universal process, really well. As the process can be applied to multiple use cases, the foundational correct design just gets reapplied and repeated. Platform scale from very good support of a universal process is the winning strategy and it is delivering for ServiceNow customers.

• **Allow for composition.** Assuming that the platform does not have to provide out-of-the-box processes that usually do not stand the test of time triggered by changing business requirements and instead focus on composable processes, is key. ServiceNow has done so with its Now Platform and that has paid off over the last years.

• **Scale the platform.** Needless to say, scale matters to future-proof a platform, way too often enterprise automation vendors need to re-platform because of platform mistakes. That always creates a pause for the development of functionality, which is highly unwelcome in the customer base given rapidly changing process automation requirements.

• **Open for extension.** The premise that not all can be built into a platform is a very important one, and with it comes the openness and readiness for extensibility. That not only gives platforms a longer lifespan but also opens the door for third party additions and customer extensions. ServiceNow has foreseen this in the Now Platform, and it is one of the key success factors for the platform.

Obviously, the architects of the Now Platform have followed all the above platform success criteria, as the Now Platform is alive and well. It has added key AI and ML capabilities with ease and has expanded into the RPA space. Remarkably, it has also been able to keep up with the rapid growth of ServiceNow, not only from a customer count perspective but keeping up with the requirements of a more global, international platform. Moreover, the massive growth in usage at single customers has been well accommodated by the Now Platform as well. So, all in all compliments to the original architects who created the Now Platform, but also to its previous and current stewards, for successfully expanding it.

The Takeaways

Platforms matter for software success, for both business automation as well as process automation. ServiceNow's Now Platform has been proven over time, as it has followed successful platform criteria. This gives CxOs the peace of mind they need to run their process automation projects with ServiceNow. And given the rapid expansion of use cases that ServiceNow has shown in the last years, there is a high degree of confidence that the Now Platform can handle the necessary future growth – both from a functional and growth perspective. What is the ultimate knighthood for the Now Platform, is the fact that it is able to support additional use cases with ease, something the original platform architects could not foresee. Even more a testament of successful abstraction of automation capabilities.

CROSSFUZE'S BARRY O'SULLIVAN ON BUILDNOW:

Learn how you can solve business problems in a day with ServiceNow

Crossfuze

About Barry O'Sullivan

Head of Advisory, Strategy & Value at Crossfuze™ & Former Enterprise Strategist at ServiceNow®

Barry O'Sullivan has 20 years experience leading digital transformation efforts in complex multinational organisations. His expertise helps business leaders articulate and prioritise their problems and define an achievable roadmap to deliver their specific business outcomes. Barry has been instrumental in creating the Crossfuze BuildNow workshop, which ServiceNow customers have engaged with to leverage ServiceNow platform capabilities to solve some real business issues.

What problem does BuildNow address for customers?

Barry: There's so much capability in the NOW platform, and especially with App Engine, we knew with the right guidance customers could solve real business issues rapidly (within a day). I wanted to make this event focused on solving real business issues quickly.

Is it just a hands-on demo, or do attendees actually get to build something?

Barry: It's called BuildNow for a reason! We focus on a real business issue the customer wants to solve, and with help from Crossfuze and ServiceNow experts in the virtual room, attendees leave with a working solution they can take back to their business to demonstrate.

Fundamental to the success of BuildNow is the focus on coaching the customer on using new capability, so they develop their skills and confidence. We want the customer to do as much of the 'doing' as they can, with expert guidance.

What kind of business issues do customers choose to work on?

Barry: As the scope is to bring a real business issue, we've had a very wide variety of creative solutions built. This has ranged from building a company Car Park app, to a mobile app helping business owners manage their service.

Why does the one-day format work well?

Barry: We want to show the power of App Engine to solve real business challenges quickly. Limiting the workshop to a single day pushes people to focus, think creatively and make decisions quickly. Seeing first-hand how the ServiceNow capability enables you to implement your creation within that same timeframe feels amazing.

What if you don't finish your solution in a day?

Barry: It's not always possible to complete the build in a day. We check in with participants regularly and see what support they need to bring their solution to life. Crossfuze have an amazing Advisory and Professional Service capability and we're here to support our customers solve business issues.

Do you have to be a highly technical ServiceNow developer to attend?

Barry: No. That's the beauty of App Engine, it's so easy to use. Plus, experts from Crossfuze and ServiceNow are there to help and guide. →

DELTA | A leading global airline

Founded in 1925, Delta Air Lines has served as many as 200 million people a year, taking customers across an industry-leading global network of up to 300 destinations in over 50 countries. Headquartered in Atlanta, Georgia, Delta Air Lines is the U.S. global airline leader in safety, innovation, reliability, and customer experience. Powered by employees around the world, Delta has for a decade led the airline industry in operational excellence while maintaining a reputation for award-winning customer service.

Fast and easy access
In common with airlines and many other industries around the world, when COVID-19 struck and lockdowns began, Delta witnessed an unprecedented decline in customer demand, impacting its schedules, operations, and most of all, its employees.

While many teams within its complex and highly dispersed global operations experienced greatly reduced workloads, others leading the company's response to the pandemic needed additional support. Delta was

determined to respond as quickly as possible to support its 75,000 people, providing fast and easy access to information, advice and services.

One-stop-shop employee portal
In 2019, Delta had begun deploying ServiceNow HR Service Delivery Pro technology internally, initially to capture employees' time and attendance questions, ultimately with the aim of streamlining and automating the majority of its HR services. Armed with this existing knowledge and experience of working with the intuitive and easy-to-use Now Platform, Delta was able to launch a one-stop-shop COVID-19 employee portal in just 48 hours.

Accelerating vaccination program
Employees were able to connect with a nurse to share COVID-19 concerns, while Delta's prevention team used data from ServiceNow to identify opportunities to help reduce the spread of COVID-19. Once vaccines became available, employees could express interest, resulting in more than 40,000 entries which helped accelerate

Delta's internal COVID-19 vaccination program, while leaders were able to assess and report the results of Delta's contact tracing efforts.

Self-service center
As 2020 progressed, the COVID-19 portal evolved into 'Ask HR', an employee self-service center that, when fully implemented, will deal with 85 percent of HR questions which were previously raised by phone or email. For example, the HR time and attendance feature launched in October 2019 on ServiceNow before COVID-19 has now seen more than 94,000 cases submitted.

> **'Ask HR', powered by ServiceNow, is a great example of us simplifying and modernizing the employee experience.**
>
> *Beverly Hill Manager,*
> *HR Service Delivery*

Coca-Cola EUROPACIFIC PARTNERS | World's largest bottling company in revenue

Coca-Cola Europacific Partners (CCEP) is the world's largest bottling company. Combining the strength and scale of a large, multinational business with expert, local knowledge, it operates across 29 countries, serving more than 600 million consumers, and employs over 33,200 people from around the world. The business generates over €15bn in revenue.

Creating a one-stop digital workflow platform CCEP's employees and workplace culture are at the heart of its success.

The organisation wanted to better serve its staff by simplifying and harmonising HR processes, supporting the best possible employee experience. A one-stop digital platform was envisioned to transform these processes, do away with repetitive tasks and contribute to a healthy workplace culture.

Employee drives workflow ServiceNow HR Service Delivery creates an employee engagement platform that empowers the employee to access important HR information, from onboarding to organising work and leave days. Designed

Ensuring the safety of UK road users

The Driver and Vehicle Standards Agency (DVSA) is one of several agencies helping people to stay safe on Great Britain's roads. It carries out driving tests, approves people to be driving instructors and MOT testers, and conducts tests to make sure lorries and buses are safe to drive, along with roadside checks on drivers and vehicles. DVSA has 4,800 employees, the majority of whom work away from an office environment.

A digital-first, all-mobile operation
In recent years DVSA has taken huge strides to become a digital-first operation. Roadside checks and driving tests are managed on iPhones and iPads, office workers have laptops, and Office 365 is standard. This has required a re-think of the support given to staff. The agency wanted to create a streamlined service approach that would allow round-the-clock support. This would allow for greater self-service and the introduction of virtual agents.

Implementing a new service portal
The adoption of the Now Platform has transformed DVSA's service outlook. UK-based service partner, FlyForm, working to ServiceNow's design best practice, built a portal on the Now Platform that has steadily grown in terms of self-service and automation. As COVID-19 impacted, and office staff were required to work from home, FlyForm helped to build up the service catalog, from ordering IT office supplies, to guaranteeing the swift delivery of road safety and personal protective equipment for frontline staff.

"ServiceNow allows me to see what work is scheduled and share that workload equitably across the team," says a DVSA service desk team leader. "Supporting colleagues is now more important than ever as we are all working remotely, and the information I get from ServiceNow helps me balance statistics, performance, and identify any issues our users may have."

Transforming service expectations
ServiceNow IT Service Management Pro is at the core of DVSA's new service position. Today, the agency has more than 225 catalog items available to answer staff requests. ServiceNow Virtual Agent has helped deflect 55 percent of calls, and all staff can raise incidents and requests from a smartphone. And the 'smartness' of the portal continues to grow—there has been a 370 percent increase in knowledge articles viewed each month since launch.

Focus on the user The aim is to maintain momentum, particularly around the user experience. Integration with the HappySignals experience management platform and ServiceNow Performance Analytics will enable DVSA to collect users' feedback and usage behavior to inform future updates. In addition, it is exploring Predictive Intelligence, Software Asset Management, and further CMDB enrichment.

"Our partnership with FlyForm and ServiceNow has been a success. We look forward to getting even more value out of future ServiceNow functions."

Nia Hatchett, Head of User Services

and implemented by Deloitte, the platform streamlines service delivery of key business functions while harmonising processes across the organisation. Central communication channels allow employees from across Europe to access relevant information.

Unlocking one million hours of productivity CCEP has given back one million hours in a three-year period to its multi-generational employees through the digitization of its HR functions. That means one million hours in productivity, while offering flexibility. It intends to give back another half a million by the end of 2021. CCEP wants to empower HR to take charge of digitization through coding improvements on user interface and user experience for its workforce.

Towards making life easier Simplification of HR functions supports great employee engagement. Better engagement means better focus on the business. With flexibility comes trust in digitization and empowerment for its staff. CCEP values human connection and wants to do away with processes for more time in communication. Pivoting from the challenges of virtual working, HR processes will be fine-tuned to improve user experience.

"In five to ten years that interface will look completely different. And that's where we're headed."

Nico Orie, VP People & Culture Strategy & Operations

10 things
to know Now about
ServiceNow

BY ADRIAN BRIDGWATER /

TECHNOLOGY EDITOR, ERP TODAY

ServiceNow is a company dedicated to making work, work better. With many of its core competencies resting in IT services management and IT operations management, ServiceNow was founded according to a simple vision detailed by founder and chairman of the board Fred Luddy.

"When I started ServiceNow in 2004, my vision was to build a cloud-based platform that would enable regular people to route work effectively through the enterprise," said Luddy.

Fact #1

ServiceNow regularly reiterates Luddy's words at its annual 'Knowledge' conference. Remarkable for the number of sessions and seminars delivered by customers rather than ServiceNow employees, the event gets its name from the sharing culture its participants bring as they showcase workplace efficiencies achieved using the ServiceNow Now Platform.

Fact #2

Born in and of the cloud, the scope and breadth of the ServiceNow Now Platform extends far beyond basic 'tickets' as they would typically exist in a work tracking system. With a set of tools and functions designed to track issue requests and task requirements across the enterprise, ServiceNow delivers a service model designed to identify the root cause of issues and the core requirements for tasks to be performed. In this way, ServiceNow enables organisations to empower employees with self-service capabilities delivered by cloud services in any given workflow.

Fact #3

Key industry verticals for ServiceNow include healthcare, financial services, government, manufacturing, telecommunications and education. As core as

those verticals are, ServiceNow is applicable to every industry and every workplace. By breaking down the workflows within any organisation - be it an industrial oil rig facility or a cake baking business - a business can start to classify processes by department, by team size, work methodology or some other core defining factor. At that point, the business can start to derive observations to decode best practice and then apply intelligent automation.

Fact #4

In live operation and usage, ServiceNow delivers a managed workflow service model built of tasks, activities and processes comprised and featuring ServiceNow products. The managed workflow delivered by ServiceNow is characterised by features including real-time communication, collaboration and resource sharing. The key user interface to access its tools, the ServiceNow Now Platform acts as a dashboard channel to enable users of all technical competencies to access the platform functionalities. Core functions in the platform itself include reports and dashboards, developer tools, knowledge bases, service portals, databases, contextual collaboration, orchestration functions, subscriptions and notifications, and workflow itself.

Fact #5

ServiceNow insists that its platform delivers agility and quality. As evidenced by customers of every shape and size, the time to implement ServiceNow is typically measured in days and weeks rather than months or years. If there is a secret sauce running through ServiceNow, it is the organisation's approach to continuous development and platform iteration. The company explains its approach to agility and quality as a drive that determines and delivers a major innovation every six months.

Quality is continually enhanced, extended and augmented through the deployment of new features and functionality developed in line with customer feedback. With as many as 500 million new applications being written in the next three years, every industry needs a technology platform that will be intuitive, functional and actually capable of delivering functionality that will enrich people's lives. This is the measure for agility and quality at ServiceNow.

Fact #6

ServiceNow has established a technical partnership with Celonis. This strategic move sees ServiceNow engineer its low-code workflow platform with the real-time process execution capabilities of the Celonis execution management system.

With many organisations harbouring outdated work processes that stifle business operations in the face of digital transformation, this partnership will bring a new digital automation advantage to workflows as they traverse people, processes and machine systems. ServiceNow and Celonis will help customers map their workflow elements out in real time as the combined strength of both platforms enables businesses to build digital workflows to more efficiently automate work.

Fact #7

ServiceNow is a recognised leader in digital process automation (DPA). Named by analyst house Forrester in its Wave leadership index, ServiceNow attributes this

This partnership will bring a new digital automation advantage to workflows as they traverse people, processes and machine systems

recognition to its Creator Workflows, which offer a dedicated digital process automation platform for customers to drive innovation at speed using lowcode software development technologies.

ServiceNow Creator Workflows are designed to empower citizen developers with prebuilt templates and lowcode tools. Purpose-built for extended reuse, these technologies speed application and service delivery with modular building blocks created by professional developers. A perfect example of DPA-in-motion, users can harness the power of ServiceNow Creator Workflows to create a unified application experience across enterprise systems on a single cloud platform.

Fact #8

ServiceNow is also a leader in enterprise service management (ESM). ServiceNow attributes this recognition to its key differentiator of offering a single platform, single data model and single architecture for ESM. Its continued innovation in this space sees ServiceNow deliver platform features such as AI/ML and natural language query.

ServiceNow's approach to creating an effective functional enterprise service catalogue is departmentally holistic and comprehensive. Where traditional service catalogue efforts see a business limit its publication of services to those functions provided solely by the IT department, ServiceNow advocates a more wide-ranging approach so that organisations are able to catalogue services offered throughout the business, by all departments. The resulting ESM function that emerges is one similar to a commercial storefront where consumers enjoy access, purchasing power and freedom of choice.

Fact #9

ServiceNow has an expansive, progressive and genuine approach to Diversity, Inclusion & Belonging. The company has fostered an open and ongoing dialogue to empower employees to break their silence in order to increase everybody's awareness and understanding. Insisting on driving talk into unified action, ServiceNow insists it is committed to making sure that conversations, work and progress continue. As president and CEO Bill McDermott has said, the organisation's approach to diversity, inclusion and belonging is an opportunity for ServiceNow to be different and better. "I'm personally and professionally committed to that with everything in my body, everything in my soul," said McDermott.

ServiceNow's full leadership board has backed a five-point plan to accelerate the company's work in this area and create meaningful, sustainable change. This encompasses areas denoted as workforce training, equitable processes, policies and practices, employees' voice and a sense of belonging, lobbying for good and recruiting and career advancement.

Fact #10

Bill McDermott has stated his ambition is to become 'the defining enterprise software company of the twenty-first century' in no uncertain terms. For him, that means being an organisation that helps employees, customers, shareholders and communities thrive and creates a positive impact on the world. Now working to deliver upon a carbon net-zero status, the company is accelerating decarbonisation with what it calls ambitious short-term targets and medium-term science-based targets. ServiceNow's global impact report sets out the organisation's goal to achieve net-zero greenhouse gas emissions by 2050 across its entire value chain.

On the road ahead, ServiceNow's mission may now be to make work, work better, for people, organisations and the planet.

ServiceNow Creator Workflows are designed to empower citizen developers with prebuilt templates and low-code tools. Purpose-built for extended reuse, these technologies speed application and service delivery

A healthy approach to Service Management excellence with UDG Group

In the highly connected, data-driven marketplace, the pace of business failure or success runs at an accelerated cadence never previously witnessed. Understanding the need to innovate, acquire and advance at all times, UDG Group needed to move from its legacy IT toolset, which was unable to support their expanding IT requirements and processes.

The Dublin-based international business group which includes UDG Healthcare cited a lack of enterprise scalability, performance, and usability as its primary reasons for IT platform evolution.

Adopting Out-of-the-box
Keen to deploy and progress forward quickly, UDG Group used an out-of-the-box approach designed to deliver a rapid return on investment and implemented ServiceNow ITSM as a minimum viable product (MVP).

Additionally, UDG Group sought guidance from ServiceNow Elite Partner, Crossfuze. Together they designed a phased approach towards delivering a cohesive Content Management Database as part of the wider Enterprise IT Service Management (ITSM) strategy.

"My advice is to always keep things simple where possible. That way, IT teams can build the most effective, resilient, and functional deployments possible. This is very much evidenced by our MVP tactics, which formed part of a wider workflow strategy under the consultative watch of ServiceNow and Crossfuze," said Jeremy Heaven, Group IT Service Delivery Manager, UDG Group.

Due diligence leads to brilliance
With ServiceNow already recognised as a market leader by UDG Group, the company nonetheless stood back from the market and consulted analyst house Gartner before engaging a process of due diligence. ServiceNow came through in pole position after these processes due to selection criteria pointing to scalability, structure for process automation and wider aspects of IT functionality across the enterprise.

Jeremy Heaven and the UDG Group team recognised the need for a ServiceNow implementation partner and consulted ServiceNow during its selection process. ServiceNow offers a selection of Elite partner options, never necessarily recommending any single firm directly to leave the power of choice in customers' hands.

With Crossfuze integrated into its own team structure, UDG Group insisted upon forming a partnership that would extend beyond any basic notion of the deployment simply being an IT project. Knowing that it had to act as more than just an early stage implementor, Crossfuze drove UDG Group to think in different ways in order to get the most out of the deployment.

Above and beyond lift and shift
"The whole implementation process can be characterised by its holistic longer-term nature; this was not a lift and shift operation and all parties and stakeholders recognised that fact from the start. Working through user acceptance testing with an appreciation of the central budget constraints, Crossfuze brought ServiceNow architecture forwards with an outstanding delivery team," said Jeremy Heaven.

The project kicked off in summer 2020 and took six months to the first go-live release. This included an initial period prior to implementation, known as Phase 0 and was used to work with Crossfuze's Advisory Practice. Phase 0 saw a series of workshops and design and planning engagements that were executed upfront, this enabled the teams to plan and agree upon requirements effectively.

ServiceNow has been live in UDG for 10 months and reports very positive reactions from end users, many of whom have helped the company see a significant increase in self-service adoption via the ServiceNow portal.

Faster, easier data intelligence
"A key benefit for us is data management. We used to export data to Tableau for dashboards and reporting. The ServiceNow platform is very powerful and as our usage increases we will be able to make much better business decisions. 80 percent of your reporting goes downwards to support daily activities but 20 percent goes upwards to management to gain actionable insight," concluded Jeremy Heaven.

Marking out key team members, UDG Group notes exemplary performance from Crossfuze employee principal technical consultant Steve Reekie, senior technical consultant Tony Hutchinson, technical consultant Charleston Recto and project engagement manager, Mariana Reynolds.
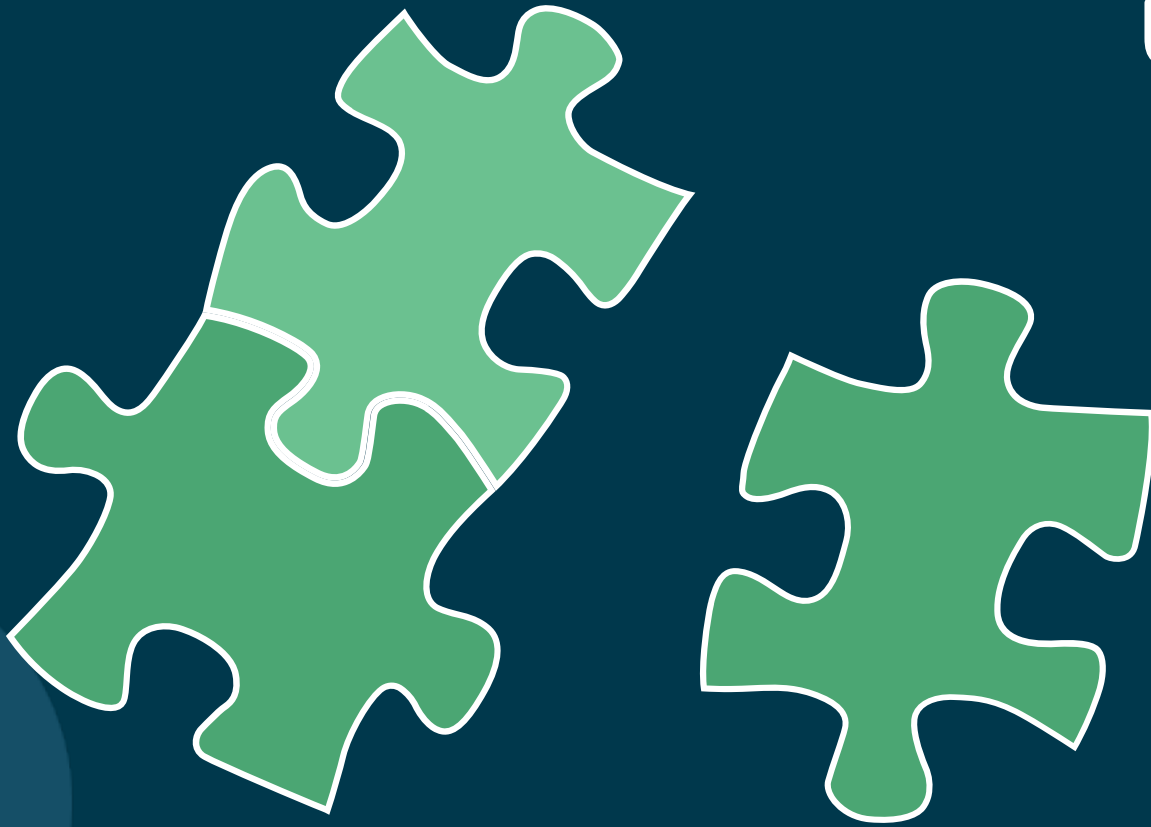
A new independent vendor channel dedicated to ServiceNow is now live on ERP.Today
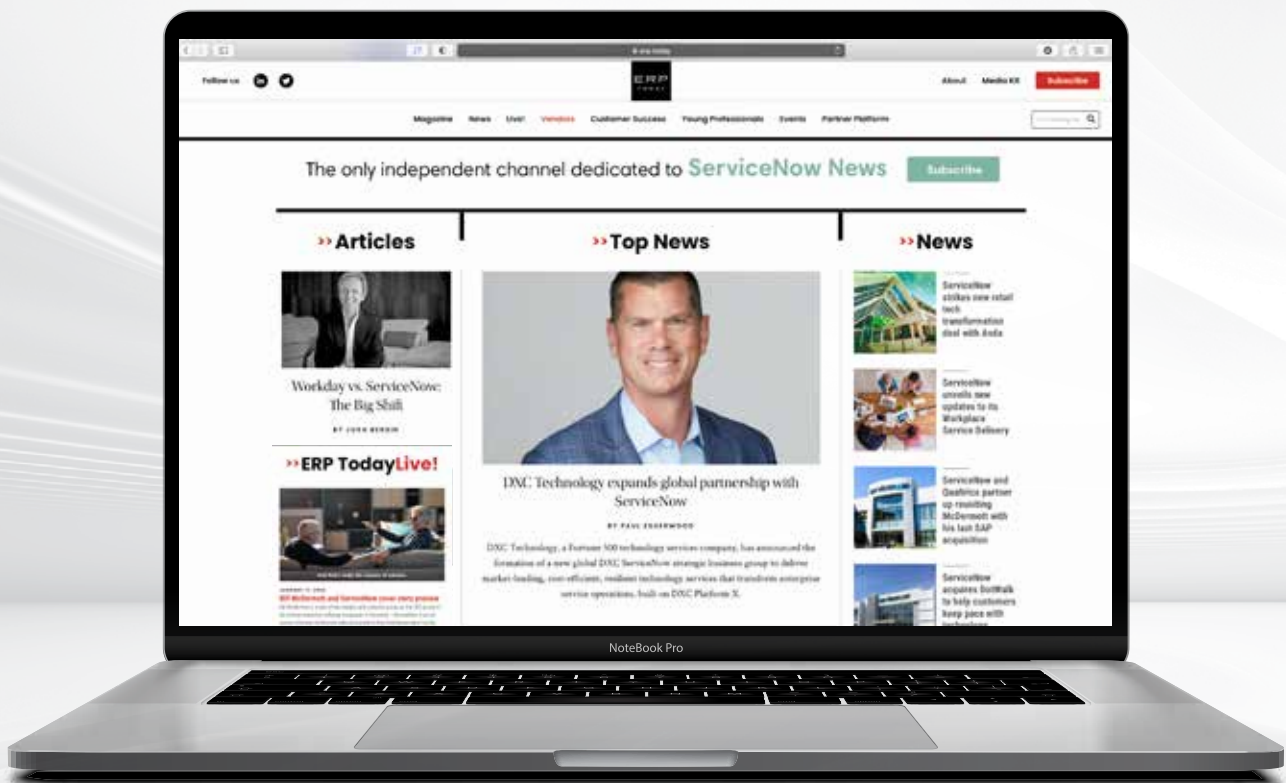
Each channel contains daily news, analysis and articles covering the key topics from each vendor with guest contributors and industry experts sharing their views and opinions.
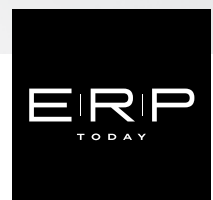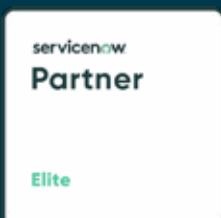
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