Synechron

Whitepaper

A Transformation Roadmap for Success

A value-based framework and transformation roadmap for delivering business-critical outcomes through the ServiceNow platform.

Costas Kaile

Head of Strategy & Transformation,
Synechron | ServiceNow

"A strategic roadmap is the foundation of digital success, enabling leaders to prioritize technology investments that align with business outcomes and ensure continuous evolution in a volatile environment."

David Cearley,
Former Distinguished VP Analyst at Gartner

Delivering business critical outcomes through platform capabilities

ServiceNow is a key platform in an Enterprise Platform of Platforms Strategy. Platforms such as ServiceNow are essential when designing, implementing, and executing key business processes and critical capabilities in customer experience, employee experience, technology excellence, operational excellence, and industry-specific requirements. These business-critical capabilities are facilitated through workflows, which are increasingly powered by hyper-automation, low code capabilities and Artificial Intelligence (AI).

As organisations grow their digital solutions and capabilities, the adoption of business platforms such as ServiceNow, require a carefully crafted strategy and a clear transformation and implementation roadmap to fully realise their capabilities. This paper outlines a value-based approach for implementing and developing ServiceNow in a structured, sustainable manner.

"The power of a platform approach is in its ability to connect the entire enterprise, providing a single operating model for workflows that drive efficiency, visibility, and scalability. With an integrated platform, you're not just solving isolated problems—you're creating a unified, resilient foundation for innovation."

Pat Casey, CTO of ServiceNow

To realise the maximum value from platforms like ServiceNow, organisations should focus on two core approaches:

1. **Value-Based Outcomes** that align business value drivers with desired business outcomes. A Value Based Outcome (VBO) Framework effectively describes the business at a strategic level. It maps the business strategy and priorities though critical business functions and associated Key Performance Indicators (KPIs) that ultimately deliver the desired operational outcomes.

2. **A Transformation Roadmap** that defines the business, technical, and people capabilities to achieve the target business outcomes over time. It looks to understand the transformation strategy and translate this into Transformation Workstreams and activities that deliver the Value Based Outcomes.

Without an agreed transformation roadmap that is aligned to delivering the expected value-based business outcomes, your transformation is less likely to succeed and is more likely to slow the achievement of your corporate strategy.

Let's build on the ideas behind the Value Based Outcome (VBO) Framework and Transformation Roadmap.

Understanding the value of your transformation and business initiatives - a value-based outcome (VBO) framework

In most organisations, the primary drivers of business value are governed and assessed by senior executives and board members. Establishing a clear connection between these business value drivers and key performance indicators (KPIs) drives a focus on value-based outcomes, essential for the organisation's success.

Ultimately, the strategic outcomes should cascade down and align with operational KPIs, which reflect how effectively the business is executing its strategy on a day-to-day basis. This **business-to-KPI value chain**, represented in the diagram below:

Value Based Outcome (VBO) Framework

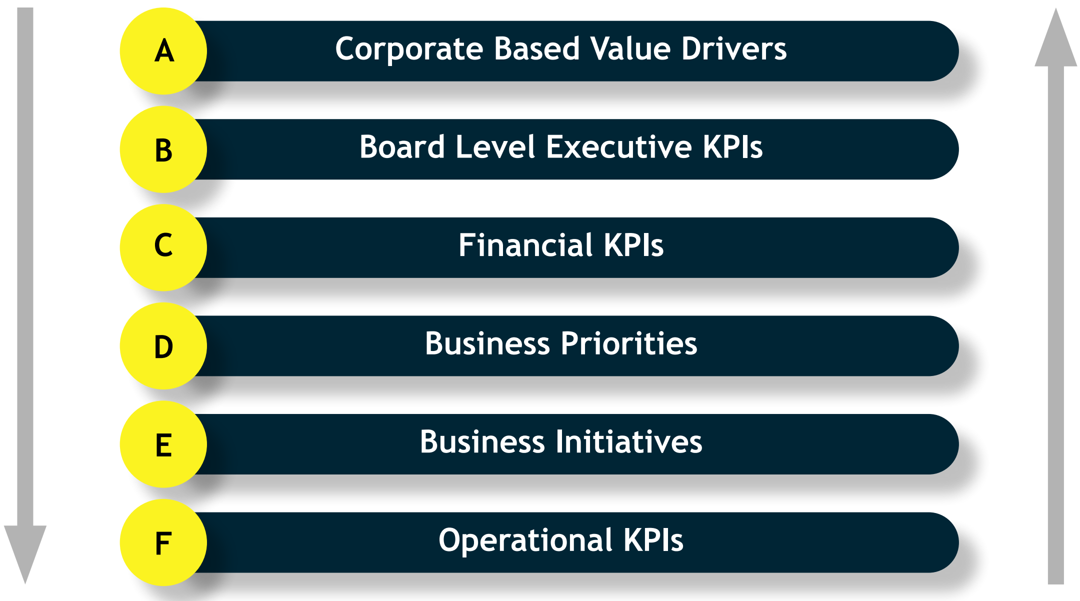


Figure1. Value Based Outcome (VBO) Framework

The VBO Framework can work both ‘top down’ and ‘bottom up’. In both instances demonstrating how a platform such as ServiceNow contributes to the business strategy and business outcomes in terms of:

- Measurable executive and operational KPI’s
- Business initiatives the platform is enabling (e.g. industry capability, customer experience, employee experience, regulation, etc).

“Creating a framework that aligns business value with operational KPIs is essential for organizations to realize their strategic vision. When KPIs and metrics are designed around the customer and business objectives, success becomes measurable.”

John Hagel III, Business Strategist and Author

To bring the Value Based Outcome (VBO) Framework to life let's look at examples of more specific business scenarios:

1. **Information Technology,**
2. **Regulatory Compliance,**
3. **Employee Experience,**
4. **Customer Experience.**

The table to the right offers a simplified view of a Value-Based Outcome (VBO) Framework, yet effectively illustrates the approach.

From the example in Table 1, we can see how a business strategy can be linked through a value-based framework, and KPIs to technology platform capabilities.

Conversely, in each of the four examples it's possible to see the impact of implementing the ServiceNow platform on the business outcomes at operational, business, financial, and executive levels.

By continuing to build a value-based view (additional vertical columns in the table) across your critical business activities you can develop your own organisation's Value Base Outcome (VBO) Framework. We find most organisations typically identify 8-12 corporate-level value drivers; however, this number may vary based on industry specifics and individual business goals.

The Value Based Outcome Framework helps to pose some key questions such as:

- Are there any key business components that need to be evolved in our strategy?
- How does the competition deliver their strategy in our market?
- How technologies and platforms such as ServiceNow enable us to deliver the business outcomes?
- Do we have the right business initiatives in place to deliver our business outcomes and are they effective?
- Are we measuring the right outcomes?

Once an organisation has defined its business in terms of Value-Based Outcomes and understands how the ServiceNow platform can support these objectives, the next key consideration is the journey towards achieving them. At Synechron, we guide this journey through a **Transformation Roadmap**.

Value Based Outcome (VBO) Framework	4. Customer Experience Example	3.Employee Experience Example	2. Regulatory Compliance Example	1. Information Technology Example
A. Corporate based value driver	Customer experience and loyalty	Employee experience	Effective regulatory compliance framework	Deliver IT that enables the business
B. Executive KPI	Customer satisfaction rating	Employee satisfaction rating	Effectively Achieving Regulator Audits	Enable business growth and innovation
C. Financial KPI	Customer profitability and lifetime value	Employee Net Promoter Score (eNPS)	Regulatory fines Cost of meeting regulator standard	Operational costs, ROI, NPV, etc
D. Business Priority	Provide enhanced personalised services	Employee Wellbeing	Meet DORA regulation requirements	AI enabled business and customer services
E. Business Initiative	360-degree view of the customer Develop next generation products and services based on customer demographics	Employee career planning and mentoring AI enabling our people	CMDB assessment and data cleaning Internal Scenario based readiness assessments	Deliver Enterprise Platform of Platform strategy that is AI enabled using ServiceNow as the Foundation
F. Operational KPIs	Rate of New product adoption 30% customers in first year Product feedback rating of 4 out of 5 Stars	Staff Training index Staff Retention rate Staff Referral Rate Staff productivity	DORA metrics e.g. Timely response to regulator of a critical incident e.g. 4 hours	IT investment in new capability. Projects on time & budget. Agility KPIs
Relevant ServiceNow Capability	*Customer Service Management* *Sales and Order Management* *Intelligence and generative AI* *Core Services*	*HR Service Delivery* *Workplace Service Delivery* *Employee Growth and Development*	*Operational Excellence* *Security and Compliance* *IRM* *Core Services*	*ITSM/DevOps* *IT Ops Management* *IT Asset Mngt'* *Apps portfolio Mngt'* *Strategic Portfolio Management*

Table 1. Example Value Based Outcome (VBO) Framework

Defining your journey and destination - the transformation roadmap

The Transformation Roadmap helps define where you are heading as a business, or the journey of a specific transformation programme you need to deliver. The Transformation Roadmap defines the key transformation workstreams involved, the key components of each workstream, and an indicative timeline, typically over an 18–24-month time horizon.

Based on extensive implementation experience, Synechron's senior advisors and experts have identified seven core transformation workstreams typically involved in a platform of platforms, ServiceNow-led transformation:

1. **Enterprise Architecture,**
2. **Operating Model,**
3. **Experience Management (Customer, Employee, IT),**
4. **Data and AI Architecture,**
5. **GRC and Security,**
6. **Industry-Specific Capability,**
7. **People and Change Capability.**

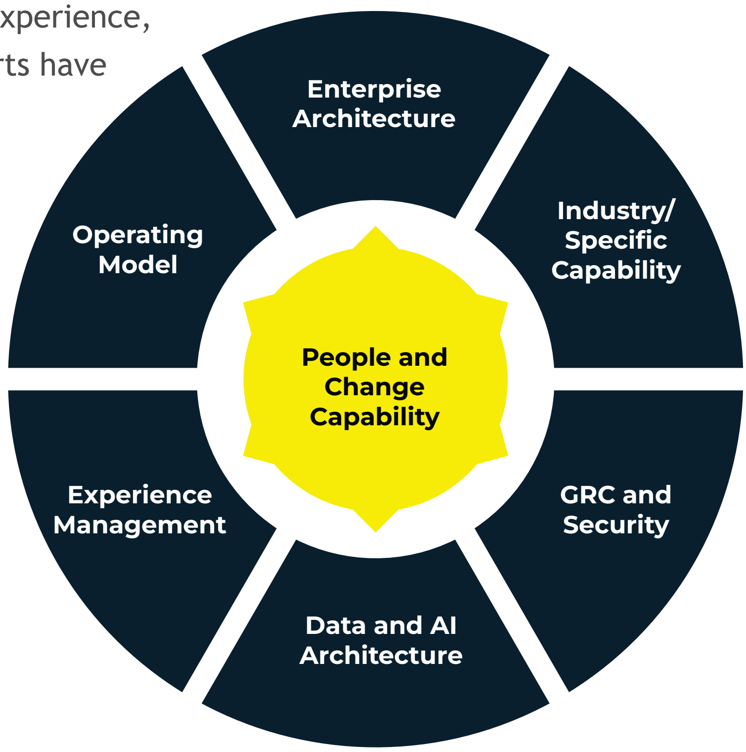


Figure 2. Key components of the Transformation Roadmap

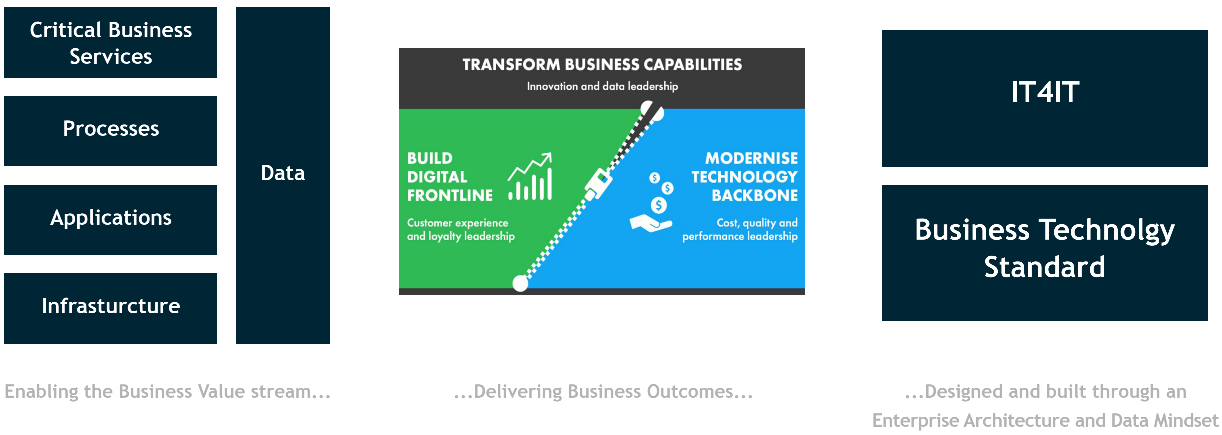
This list is not exhaustive, and additional workstreams can be incorporated based on the specifics of your transformation. Next we describe the importance of each transformation workstream.

1. Enterprise Architecture

Enterprise Architecture supports platform design within the context of broader organisational capabilities and technology strategy. For the IT domain, Enterprise Architecture concerns itself with describing the enterprise, from business capabilities, through to technical capabilities.

At Synechron we recognise standards like IT4IT and the Business Technology Standard. For clients with their own frameworks, we work within those existing structures. Enterprise Architecture ensures the cross functional processes, data flows, and integrations needed to maximise ServiceNow's potential are well-designed and aligned to strategic goals.

Enterprise Architecture - Enabling the IT Value Chain and Business Outcomes



Aligning business and IT to deliver business outcomes

IT4IT can be found at www.opengroup.org
Business Technology Standard framework can be found at www.managebt.org

Figure 3. Enterprise Architecture open standards

"Enterprise architecture is the backbone of digital transformation, aligning IT systems with business processes to ensure agility, scalability, and innovation."

Gene Leganza, VP & Research Director Forrester Research

2. Operating Model - IT and Technology Functions

An effective Operating Model establishes governance to manage and prioritise workloads through the development lifecycle. It aligns business and IT functions through demand intake and prioritisation while providing technical governance, standards, and blueprints for the platform, and more. The Operating Model effectively ensures effort is translated into value.

"A well-designed operating model is essential to bring IT and business together, aligning priorities and creating governance that drives consistency and innovation. Platforms like ServiceNow allow organisations to standardise workflows, enforce governance, and manage demand, enabling smoother, faster, and more reliable execution across the enterprise."

Lara Caimi, Former Chief Customer and Partner Officer ServiceNow

3. Experience Management

Experience Management encompasses several broad areas including:

- Customer Experience
- Employee Experience,
- ITxM (ITSM, ITOM, ITAM, etc)

As technology advances organisations are increasingly delivering better and new user experiences. Where possible they are automating them and augmenting with data and AI. Experience Management is moving from reactive, to proactive, to predictive and increasingly moving towards observability and self-healing capabilities. This is ultimately about providing frictionless experiences that deliver the right outcome in a timely manner for the end user.

> ***"Experience Management is evolving with AI at its core, transforming reactive systems into proactive, predictive, and self-healing solutions that deliver seamless user experiences."***
>
> **Sarah Bowen, Gartner Analyst**

4. Data and AI Architecture

This workstream leverages data to generate insights that enables simulation and decision making. In the first instance, it's about finding data, creating a clean set of data, integrating data across platforms and deploying capabilities such as a Common Services Data Model (CSDM). This establishes a data baseline that integrates silos in an enterprise.

The focus then moves toward enabling actionable insights, AI enabled wherever possible, that enables simulation and decision making. Organisations that are very good at this ultimately develop digital twins of their business and control towers that enable near as possible real-time, automated decision making or escalation.

"AI is the catalyst for productivity and innovation in the 21st century. By embedding AI into workflows, we're helping companies accelerate their digital transformation, driving not just efficiency, but also smarter decision-making and personalised experiences at scale."

Bill McDermott, CEO ServiceNow

5. GRC and Security

Governance, Risk, Compliance (GRC) and Security are critical in any transformation, especially for regulated industries like finance, healthcare, or defence. The ability to prevent and manage incidents and security vulnerabilities is an agenda item for every executive board member.

For example, in financial services a Control Library, defines the documented controls which are specific policies, procedures, practices and mechanisms designed to prevent, detect and correct risks. Combining the Control Library with the right entities in the Enterprise Data Model is what ultimately provides the control.

In deploying platforms such as ServiceNow it is critical to design and deploy your security and vulnerability approach alongside your data model to ensure you are meeting compliance and regulatory standards as part of your Transformation Roadmap.

"As organisations embrace digital transformation, regulatory compliance and cybersecurity are non-negotiables. They're critical to maintaining stakeholder trust and operational integrity."

Gartner

6. Industry-Specific Capability

Each Industry has its specific and unique context, products, services, and processes. For example, healthcare has critical business outcomes relating to successful patient care outcomes. Financial services need to deliver near real-time and secure transactions. Manufacturing the coordination and planning of complex manufacturing plants and supply chains, and so on. When developing your Value Based Outcome (VBO) Framework and Transformation Roadmap, it is evident the VBO Framework has a very significant industry and even more so an organisation flavour and focus.

"Enterprises that integrate industry-specific capabilities into their technology platforms significantly improve agility and customer alignment, allowing them to lead in innovation and market responsiveness."

Bill McDermott, CEO ServiceNow

7. People and Change Capability

Finally, and very importantly are People and Change Capabilities. This includes everything from training, defining RACIs, role and job design, governance structures and more.

Here at Synechron, we strongly believe there is a direct link between; the training of the team deploying and running your enterprise platform of platforms, and, the success of transformation programmes that ultimately deliver the business outcomes.

Critical to the transformation is the adoption of change and change management. This requires individual voices and points of view to be heard and bought together into a coherent workable design, roadmap and plan. Here good innovation management, design thinking, and change management disciplines will significantly increase the chances of a successful transformation.

Importantly, a capable Programme Management Office (PMO) and programme delivery capability will manage the effective delivery and implementation of your Transformation Roadmap. The PMO will typically work across the key stakeholders to take a Transformation Roadmap and develop and deploy detailed programme plans. Lastly a good PMO will manage and effectively escalate transformation programme risks.

"The success of any transformation depends not just on technology, but on the people who use it. Change management is key to enabling that transition and embedding new ways of working."

Peter Weill, Chairman
MIT Center for Information Systems Research

Business Case Metrics

When developing your transformation program business case it's important to consider:

- Defining the important high-level metrics and expected business outcomes
- Working with the business and accounting to find the data to develop the detailed business case
- Relating to the benefits and outcomes back to the business Value Based Outcomes (VBO) Framework
- Ensuring you have sight of both a shorter and longer term business case, to deliver business outcomes over both time horizons

Metric	Return On Investment (ROI)	Total Cost of Ownership (TCO)	Net Present Value (NPV)	Internal Rate of Return	Payback Period
What it measures	The profitability of the platform relative to its costs	All costs associated with owning and operating the platform over its lifecycle	The current value of expected cash flows (savings or gains) from the platform discounted over time	The discount rate at which the NPV of the platform's cash flows becomes zero, indicating the project's profitability	The time it takes for the platform to generate enough savings or revenue to recover its costs
Application	Show how the platform delivers measurable gains, such as cost savings or revenue growth, over the investment	Compare TCO of the proposed platform with current systems or alternative solutions to highlight cost effectiveness	Demonstrate long-term value by showing how benefits outweigh costs when adjusted for time and risk	Calculate IRR and demonstrate the platform's potential profitability	Highlight when the organisation can expect to break even, which is particularly appealing for risk-averse decision making

Table 2. Example Business Case Metrics

In developing the business case for your executive board, It is critical to select the right combination of financial measures that works for your organisation, examples of typical metrics are highlighted in Table 2.

The dual approach delivers results

In summary, Synechron uses both the Value Based Outcomes (VBO) Framework and Transformation Roadmaps to help clients who are implementing, reimplementing or expanding their ServiceNow deployments, to ensure they are delivered successfully and realise the expected business outcomes.

The business advantages of this dual approach are:

- There is a view of value-based business outcomes and of what to measure, at the start of the transformation and during the implementation.
- The value-based outcomes are translated into measurable business and operational KPI's.
- Both the KPIs and value drivers are developed for each transformation workstream.
- Key owners take accountability for each workstream and understand how they relate to other workstreams.
- The major projects and activities to reach the end state are defined and agreed across all key stakeholders.
- Critical interdependencies are more visible and planned across each workstream.
- The most senior executives own the transformation and associated business outcomes.
- Collaborative workshops and design thinking approaches across functional teams create ownership and alignment across the organisation.
- The business case and value outcomes are more likley to be realised by the organisation.

In today's fast changing business environment, it's important that the Transformation Roadmap is regularly reviewed adjusted in the context of your Value Based Outcome (VBO) Framework, and amended based on industry, competitive technology and political advances.

In conclusion, transformations focused on Value Based Outcomes and delivered through an Integrated Transformation Roadmap are more likely to be adopted by the business and succeed.

Synechron

Capture your future faster.

Synechron is an elite ServiceNow partner, experienced in delivering major transformations at scale for clients operating in complex and highly regulated environments - all delivered by our world-class team.

- Transform at scale
- Engineer expertly
- Build in resilience
- Accelerate with AI

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Costas helps Synechron clients navigate their complex, large scale transformations through the application of collaborative design, ideation and the effective adoption of advanced technology.

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