7 PILLARS OF

ServiceNow ITSM Pro Success

Essential strategies for implementing and using ServiceNow® ITSM Pro at its full value, empowering you to handle change and drive even more success at your organization.

Crossfuze™
The Workflow Company™

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Why Crossfuze?

Crossfuze™ helps enterprises to create a competitive advantage in the world of work. Through transformative technology, innovative workflow design, and exceptional customer and employee experiences, we're changing the way work works.

Why "The Workflow Company?"

Operational improvement isn't the only goal. The best companies improve both the employee and the customer experience. Thankfully, experiences can be dramatically improved faster than ever before through workflow improvements and innovative technology.

LEARN MORE

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Foreword

Organizations across industries struggle to keep up with the pace of digital transformation. According to Gartner, the average transformation efforts take enterprises at least **twice as long** as anticipated—and cost twice as much. In the face of this rapid, unprecedented change, it is more important than ever for companies to have technology in place to support agility and growth, and they must be able to adopt these solutions quickly to achieve desired results.

> ServiceNow ITSM Pro empowers organizations to achieve greater results on the platform with better tools for automation and optimization.

Driven by the needs and desires of the modern customer, ITSM Pro reduces costs, optimizes resolution time, and improves the accuracy of solutions. The result is increased productivity for every enterprise.

While ServiceNow ITSM Pro is powerful, effectively implementing and managing it to maximize benefits takes a village. Adoption best practices require expertise in change management and wide adoption of the tool. This book contains tips to set you and your enterprise up for success with ITSM Pro. Written specifically with the modern large enterprise in mind, *7 Pillars of ServiceNow ITSM Pro Success* empowers the IT leader in your organization to bring their vision of resilience to life.

This book brings you closer to your vision of continuous improvement and agility through change by highlighting common problems and showing you how to take the leap to ServiceNow ITSM Pro. Whether you read this book from cover to cover or jump into a specific chapter that interests you, you'll be closer to making the right investment for your organization, standing out in your market, driving greater revenue, and providing an excellent experience for your team and customers.

Introduction

Today, leaders across industries face a significant challenge: staying afloat amidst continuous uncertainty. Change is the only certainty, and leaders must respond quickly to it in order to sustain their organizations. As a result, the digital transformation market is projected to grow from $469.8 billion in 2020 to **$1,009.8 billion by 2025.**

However, there's more to success than having your sights set on and investing in transformation. Your team must adopt a mindset that goes beyond digital implementation to continuously improve and grow.

Successful organizations go beyond one-off digital transformation to adopt continuous improvement strategies.

It's simply not enough for organizations to settle on basic technologies while implementing digital transformation. Digital transformation demands more from companies than ever before: IT workloads increase with the rate of transformation, experiences suffer because teams are overwhelmed, and skilled staff still spend time on repetitive work.

The digital transformation market is projected to grow from

$469.8 **BILLION** *in* 2020   **TO** $1,009.8 **BILLION** *in* 2025

To thrive in the face of such high expectations, leaders need a proactive mindset—continuously setting their sights on the latest trends to ensure they're adopting the best available technology and following best practices. While certain solutions may be just enough for organizations to survive, upgrading to a more comprehensive system sets enterprises apart from their competitors to accomplish greater efficiency, growth, and profitability. An approach set on continuous improvement ensures your organization can adapt in a volatile environment.

While a modern organization's success requires continuous improvement, it's not always easy to achieve. As a leader, you must make it a core focus of your ongoing plan.

Here are five essential principles to help you build out a continuous improvement roadmap for your ITSM Pro plan.

1. Clear direction provides the foundation of your roadmap.

The first step in developing a continuous improvement plan is establishing a clear and shared vision. This helps garner support from the C-suite and throughout the organization and reminds people of the end goal and the benefits sure to come along the way. Make your goals clear from the beginning, and build opportunities to adapt to roadblocks or new developments. While clear direction is essential, so is an agile approach; this ensures your eyes stay on the goal of continuous improvement.

2. Approach change in incremental steps.

Significant change can feel destabilizing to enterprises, especially when end users must adapt to new technologies. Approaching change in small, manageable steps reduces fear across the organization, increases your speed to improvement, and addresses roadblocks before they affect the foundation of your roadmap.

3. Employee ideas are valuable.

Utilize your talent. One of the most harmful approaches to continuous improvement is keeping your ideas within leadership. Your employees are closest to the inefficiencies in your organization, so be sure to involve them in the process. Ask them, "What's one improvement we can make to save you five minutes a day?" Then, look into how you can use technology to streamline those processes. A good idea is a good idea; it doesn't matter where it comes from.

4. Involvement is key. Drive buy-in throughout your organization.

On top of asking for ideas from across the organization, getting continuous buy-in from every person in your organization—not just the C-suite—is key. Help employees take ownership of improvements by implementing their ideas and showing them exactly how certain initiatives improve their day-to-day lives. Your quest for continuous improvement is meaningless without support from every team member.

5. Improvement is reflective. Ask for constant feedback and collect data.

If you don't measure improvements, how will you know if your change initiatives are successful? Before diving in, establish KPIs to observe throughout the process. Ensure your investment aligns with the desired impact by collecting data and qualitative feedback from employees monthly. Any improvements you see should be reflected in the daily lives of your employees.

Adopting a continuous improvement mindset when implementing and managing ServiceNow ITSM Pro won't be easy, but it will be worthwhile. Finding comprehensive support and starting with these essentials sets you up for success from the beginning.

ServiceNow ITSM Pro helps you achieve continuous improvement and accomplish long-term growth in the face of change.

The features you choose to implement from ITSM Pro are unique to your organization. Regardless of your industry, ServiceNow ITSM Pro offers a structure to optimize your processes and workforce as well as guarantee continuous improvement. The system harnesses the **power of Now Intelligence** and addresses some of the most immense challenges faced by leaders today: high costs, low productivity, and unsatisfied employees. Here are four benefits of the AI-driven features in ITSM Pro.

1. Greater Opportunities for Self-Service

With capabilities that offer faster issue resolution and more possibilities for self-service, your end users find the answers they need more easily and in less time. Virtual Agent handles routine requests, saving time and money on every ticket resolution.

2. Automated High-Volume Work

AI improves your employees' everyday processes by taking on high-volume, low-value tasks. As a result, staff focus on strategic initiatives and become more engaged in their work. In fact, **57 percent of companies** report improved employee engagement and customer service after implementing AI.

3. Improved Team Productivity

Legacy systems create silos, drive up costs, and reduce productivity. Automation helps IT address roadblocks and streamline tasks proactively, empowering users to get work done efficiently and effectively.

4. On-Demand Insights

IT leaders have long cobbled together performance data from multiple sources to develop comprehensive support. ITSM Pro gives them access to a single source of all pipelines of work with full visibility into productivity, roadblocks, and success.

ITSM Pro offers enterprises capabilities to further enhance digital workflows and create great experiences across their organization. Don't let your team become a bottleneck in processes: Empower them to achieve more by reducing mundane, repetitive tasks and giving them the information they need to thrive.

This book gives every leader the foundation to drive more meaningful change through ServiceNow ITSM Pro.

On top of showing you just how powerful ServiceNow ITSM Pro can be, this book gives you the tools needed to take full advantage of the platform. Every leader at your organization—be they in IT or elsewhere—can benefit from reading this book. Share it with your colleagues. Whether they are fearful of adapting to change, are unaware of the full impact of digital transformation, or would simply love to learn more about the platform, this book will offer information that will empower your entire team to paint your processes into a masterpiece.

Although challenges are bound to arise throughout your ITSM Pro journey, ServiceNow and Crossfuze are here to offer the support you need. We are confident that, over time, the platform will enable you and your team to achieve your goals and find success in your endeavors. Are you ready to explore the nuances of ITSM Pro? Keep reading to get started on your masterpiece.

PILLAR 1

Exploring the Key Differences Between ServiceNow ITSM & ServiceNow ITSM Pro

Meet Brian

As the IT director at a large enterprise in Nebraska, Brian knows ServiceNow is the gold standard of IT service management (ITSM) for a reason. With its comprehensive, cloud-based framework and continuously evolving model, organizations like Brian's have found a game-changing solution managing everything from incident management to HR and customer service under one roof. In fact, his company saw a **195 percent ROI after using ITSM**, Performance Analytics, and ITOM for just three years.

But Brian's organization wants to accomplish even more. The C-suite realizes how high customer and employee expectations are, and the need for agile and personalized services grows every day.

Brian's in-house IT team feels the pressure as they stretch their capabilities and workloads in an attempt to adapt as quickly as possible. Soon, they find themselves buried beneath too many tasks, overworked, and burned out. In turn, Brian's team experiences higher turnover than usual. They lose several employees in just one month, which leads to greater pressure for those who remain.

Looking for solutions, Brian discovers ITSM Pro, a more comprehensive version of ServiceNow ITSM Standard. It's exactly what his enterprise needs to succeed.

Brian isn't the only IT leader who needs to expand enterprise features. But how do leaders know if ServiceNow ITSM Pro is a better option for them than ITSM Standard? Let's dive into the key differences between ITSM Standard and ITSM Pro and the key benefits the package offers for organizations looking to prioritize agility and provide better outcomes.

The ITSM Pro Difference

There are a few major differences between ServiceNow ITSM Pro and ITSM Standard, with the most transformative of them being greater machine learning and automation capabilities.

Machine learning, chatbots, powerful analytics, and predictive capabilities digitize service delivery to boost employee productivity, resolve incidents faster, and elevate your organization's service experience. Such powerful capabilities transform your organization. **Let's take a closer look at three benefits of ServiceNow ITSM Pro that can make a big impact on your business results.**

Compared to standard ITSM Standard, ITSM Pro provides customers with the following **eight applications:**

1. Predictive Intelligence

2. Virtual Agent

3. Performance Analytics

4. Continual Improvement Management

5. Service Owner Workspace

6. Vendor Management Workspace

7. DevOps Change

8. Dynamic Translation

Boost Productivity and Efficiency, Minimize Errors

Customer expectations for near-perfect IT experiences are mounting. Delivering on these expectations requires seamless response workflows. Each step of the process, from assignment to resolution, must be handled and handed off as quickly and smoothly as possible. Ensuring an uninterrupted process is challenging. Workflows become weighed down by inefficient task assignments and poor prioritization. When workflows don't work efficiently, incident response times increase, resolution becomes convoluted, and the risk of error dramatically increases.

ServiceNow ITSM Pro delivers intelligent prioritization and routing through a layer of automation across all applications. Machine learning empowers teams to resolve problems efficiently and find better solutions for common problems. The Predictive Intelligence tool uses this information to categorize, route, and assign IT tickets to relevant categories and alerts agents to suggested resolutions. By creating a seamless workflow for incident response, these tools help your team address tickets faster than ever. Plus, it learns as it works. If an algorithm mistakenly assigns a ticket to the wrong category and it's fixed, the model changes all future actions.

Handle and Utilize Big Data

Today, organizations from all industries realize the details are in the data. In fact, **95 percent of companies** report that the need to manage data is a problem for their business. While gathering data has never been easier, handling data effectively is more challenging—and more imperative—for every organization. The right data helps organizations make better decisions, identify roadblocks, and solve problems. On the other hand, inaccurate or excessive data weighs down a company with irrelevant information. Sorting, categorizing, and analyzing data is essential to success. And it requires more time, energy, and resources from your team.

By managing big data for you, ServiceNow ITSM Pro empowers organizations to focus on other priorities. Two powerful artificial intelligence capabilities—Predictive Intelligence and Virtual Agent—process, sort, and analyze data more accurately in less time to help your team cut down on repetitive tasks and focus on growth and proactivity.

Use Insights to Elevate the Employee Experience

With more data to analyze than ever before, gaining visibility into the right information to empower your business can be challenging to say the least. But this essential insight makes the best business decisions possible. How can you **make better choices** without the data to back them up?

ServiceNow ITSM Pro gives you real-time visibility to analyze the success of your business at an operational, strategic, and individual level. Between dashboards, time charts, and scorecards, team members see the direct impact of their decisions. Agents access in-depth views of each service ticket.

One tool in particular allows this visibility into your process: Performance Analytics. Performance Analytics provides service agents with the data needed to deliver the best possible experiences possible by offering a single, objective way to resolve an issue. Analytics are comprehensive and easy to understand and keep pace as services continue to adapt based on expectations. As agents gain access to actionable data, metrics, and KPIs, they can use it to align with big-picture objectives while optimizing processes.

Utilizing ITSM is the first step to providing your organization with the essential automation, data, and visibility needed to guarantee an excellent experience for customers and employees. With ServiceNow ITSM Pro, the benefits we've discussed here are just the beginning of the results your company could access through one powerful interface.
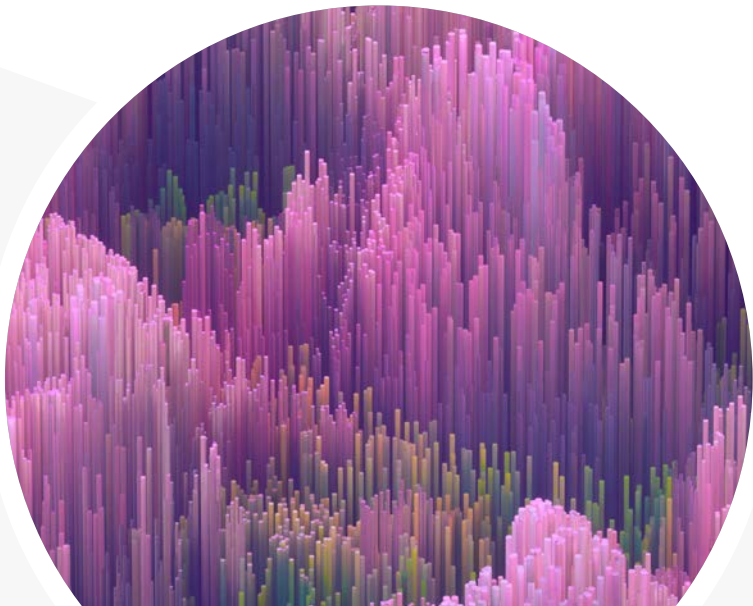
PILLAR 2

DevOps Change Velocity, Predictive Intelligence, Performance Analytics, and Continual Improvement Management

Meet Anna

As a five-year IT service desk support technician, Anna is more than accustomed to providing comprehensive support to customers troubleshooting their problems. However, she faces an unprecedented number of requests each day. Overburdened and feeling overwhelmed, Anna doesn't have the same passion for helping customers as she used to. In fact, every day has started to feel like a chore, and it's wearing down her overall well-being. And she isn't alone; her coworkers are also feeling burned out and overworked. High-ticket volumes and limited support are starting to affect customer satisfaction, with the organization receiving poorer reviews than ever before.

Anna and her coworkers aren't the only IT professionals facing high ticket volumes and dreading work every day. ITSM ticket volumes grew an estimated **35 percent** in the last year—

an unprecedented growth, especially compared to the typical average of just 3 to 5 percent each year. And while the need for quicker, more seamless support has also grown, many organizations continue to run lean. With limited resources, they face pressure to adopt more comprehensive tech in order to automate most of their tasks and decrease the manual labor required of their IT teams. Without it, organizations will fail to remain competitive and drive success.

Let's explore some of the most powerful ServiceNow ITSM Pro tools helping relieve the burden of work on your talent and enable you to retain employees and improve overall customer satisfaction.

Making Investments That Serve Your Organization

First, considering the need for seamless, timely support, reviewing the success of your investments now ensures you're getting the most value possible later. Luckily, you don't need to go far. ServiceNow ITSM Pro offers companies from every industry access to powerful features that drive value and help them reach their goals. Compared to ITSM Standard, Pro provides customers with **eight additional applications:**

Compared to ITSM Standard, Pro provides customers with **eight additional applications:**

1. DevOps Change
2. Predictive Intelligence
3. Performance Analytics
4. Continual Improvement Management
5. Virtual Agent
6. Service Owner Workspace
7. Vendor Management Workspace
8. Dynamic Translation

We'll explore the first four essential ITSM Pro features and show you how to utilize them in your organization.

On top of change automation, Change Velocity also helps transform these workflows:

- ⟳ Continuous compliance
- ☑ Agile team planning
- ♥ Service health
- 🚀 Release readiness
- 📊 Insights and analytics

DevOps Change Velocity

DevOps is essential to any organization's workflows. Combining software and operations, these practices and tools can shorten the systems development lifecycle and provide continuous value to customers. ServiceNow ITSM Pro's DevOps Change Velocity empowers developers and enables companies to implement DevOps at scale to ensure both safety and speed. As the rate of change quickens and developers face higher stakes, they will need support to help maintain productivity and keep frustrations low.

For example, DevOps Change Velocity can streamline change automation. Anywhere from **15 to 30 minutes** of a developer's day are taken up by change management, and product lifecycles are often quicker than change processes can keep up with. DevOps Change Velocity workflows:

1 automate change request creation;

2 automate approvals using change policies;

3 improve stability by providing automatically populated, reliable data.

With this ServiceNow ITSM Pro tool, your team simplifies and scales DevOps to deliver at high speed and minimize risk.

Predictive Intelligence

Over **90 percent** of leading businesses have an ongoing investment in AI, and this number is expected to increase by more than 300 percent in the next few years.

Predictive Intelligence makes AI investments even easier, offering a better work experience across all products on the Now Platform. From ITSM to CSM, greater machine learning capabilities improve the accuracy and efficiency of incident categorization and case management and help you resolve incidents as quickly as possible. Plus, effective automation improves speed and accuracy to help you manage costs while improving the quality of services.

Predictive Intelligence provides four frameworks to create machine learning solutions: classification, similarity, clustering, and regression. These workflows allow you to set field values based on descriptions, compare record values, group them into clusters to identify patterns, and train solutions based on historical data. And that's just the beginning. The right ServiceNow Partner can identify even more areas for improvement with Predictive Intelligence.

90%

of leading businesses have an ongoing investment in AI, and this number is expected to **increase by more than 300%** in the next few years

2020 BUSINESS WIRE SURVEY

Performance Analytics

As digital transformation takes center stage as the central aspect of company success, companies also spend more on technologies than ever before. Global spending on digital transformation is expected to reach **$6.8 trillion** in the coming year. As spending grows, companies need to make sure that their investments are worthwhile and identify new opportunities to save money.

ServiceNow ITSM Pro's **Performance Analytics** platform can help. Performance Analytics optimizes your processes, creates dashboards, reports metrics, and answers business questions to increase quality while reducing the costs of service delivery.

Here's how it works: Performance Analytics monitors performance across IT, empowers you to identify areas for improvement, and resolves bottlenecks in service delivery before they lead to unforeseen costs. As a result, your team can prioritize resources, clarify what matters, maximize automation and self-service, and update processes as needed. Having visibility into the information you need to analyze success helps you make better decisions and consistently drive greater revenue.

$6.8T

Anticipated global spending on digital transformation throughout 2023

2022 ZIPPIA RESEARCH

This tool offers the following powerful features:

- Process enhancement

- Domain separation

- Improvement workbench

- Value realization dashboard

- Improvement readiness

- Seamless integration with ServiceNow

- Dashboard reports

- Real-time analytics

Continual Improvement Management

No matter how many great technologies you invest in, you won't see ROI if they aren't adaptable and focused on continuous improvement. ServiceNow ITSM Pro offers **Continual Improvement Management** to provide a structured framework focused on bringing all IT aspects together to make ongoing improvements.

With more opportunities for customers to accomplish efficiency through automation and self-service, Continual Improvement Management makes agility a reality. Rely on a proven framework that will unify your workflows, teams, and data and see the benefits that empowering your team brings to your entire organization.
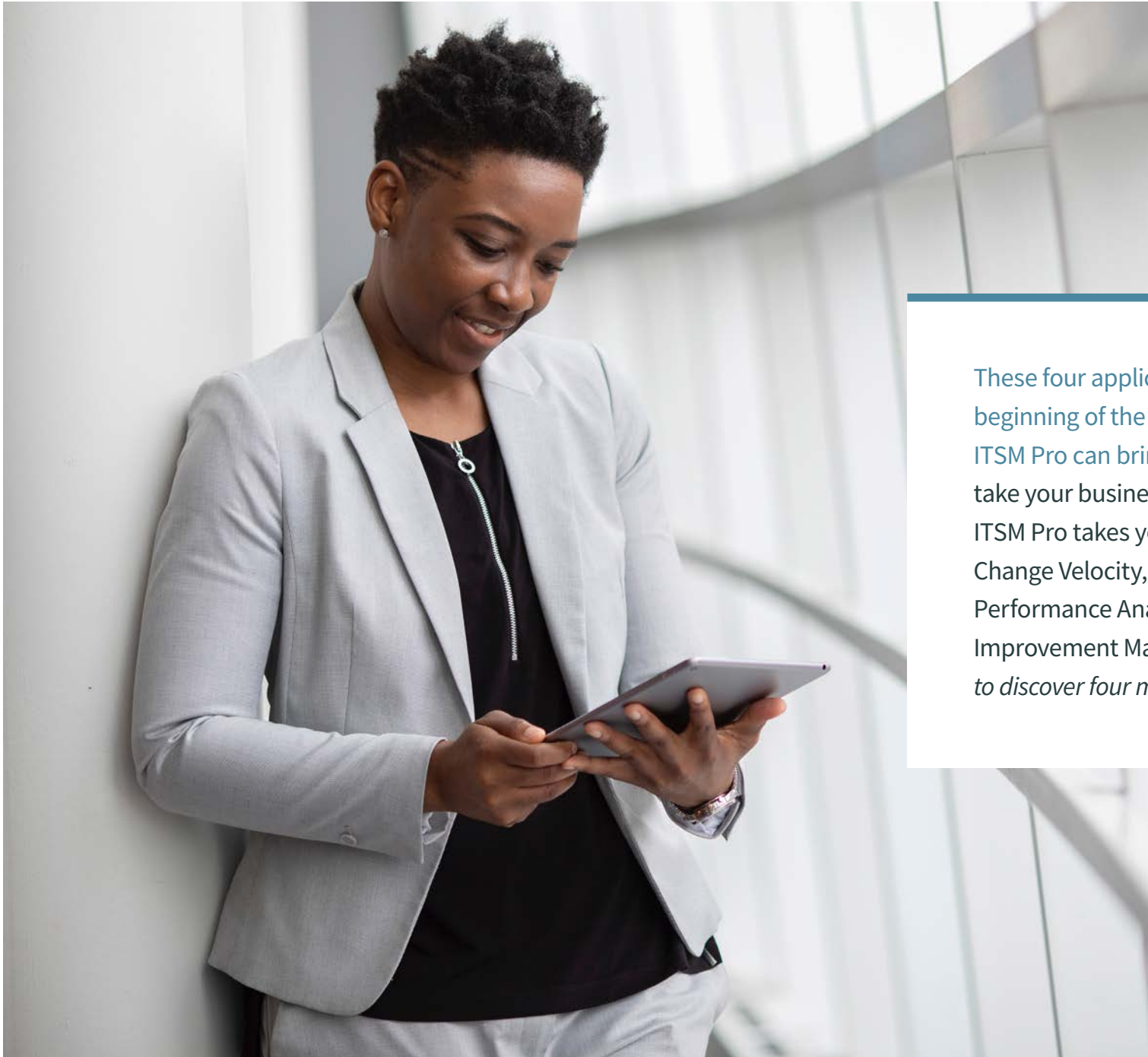
These four applications are just the beginning of the benefits ServiceNow ITSM Pro can bring. If you're ready to take your business to the next level, ITSM Pro takes you there with DevOps Change Velocity, Predictive Intelligence, Performance Analytics, and Continual Improvement Management. *Keep reading to discover four more powerful features.*

PILLAR 3

Virtual Agent, Service Owner Workspace, Vendor Management Workspace, and Dynamic Translation

Meet Sam

Sam just joined a new company as an IT analyst. After working at another organization for nearly four years, adjusting to the workplace presents new challenges. She is new to the company, and this is her first time going through onboarding as a remote employee. After waiting a week for her corporate computer to arrive, Sam already feels behind and struggles to find the information needed to dive in. In her old role, asking for help finding a specific resource was simple; now, she finds herself spending hours orienting to the system as she tries to find relevant information spread throughout disparate spreadsheets and tools.

Sam's new organization has failed to set her up for success from the beginning. Supply chain challenges make it difficult to provide computers on time. With no centralized system, employees have few options for accessing the support they want through self-service. While it's not easy to provide the comprehensive support employees need to be as productive as possible, at the end of the day, it'll drive greater revenue, employee retention, and even customer satisfaction.

Driving a successful digital transformation through automation saves many organizations time, money, and resources. And as technology advances, AI will become commonplace, continuously streamlining the employee and customer experience. Today, it's estimated that in **60 percent** of all occupations, nearly 30 percent of tasks required by employees could be fully automated. While the pace of automation will likely be impacted by social, economic, and technological factors, McKinsey predicts half of today's work tasks could be automated by 2055.

Enterprises deciding to invest in comprehensive automation now have a chance to adapt ahead of the curve to access agility, drive continuous improvement, and cut down on costs. ServiceNow ITSM Pro makes it even easier to access automation and machine learning to provide better outcomes. In fact, ServiceNow estimates its AI improves IT productivity by over **20 percent.**

Let's take a look at four essential ITSM Pro tools to help you access more capabilities for automation and AI.

Additional ITSM Pro Features

In the previous chapter, we explored the use of four powerful ITSM Pro features that aren't available in the standard ITSM package: DevOps Change Velocity, Predictive Intelligence, Performance Analytics, and Continual Improvement Management. Believe it or not, ITSM Pro offers even more tools available to your organization:

→ Virtual Agent

→ Service Owner Workspace

→ Vendor Management Workspace

→ Dynamic Translation

Next, we'll explore how you can implement these features to solve some of the most common roadblocks in your organization. Let's examine them now!

Virtual Agent

Today's end users expect quick, convenient, intuitive, and accurate support 24/7. And the truth is that, even with a seamless application, people always have questions that need answering. Users often struggle to find what they need in self-service options such as knowledge bases and wind up turning to a live agent for help. A high need for interpersonal help overloads service desk agents with repetitive questions and causes customers to wait for a response to what could be a relatively straightforward solution.

Virtual Agent, an AI-powered chatbot, gives customers and employees help anytime and anywhere. This intelligent automation offers templates and prebuilt conversation topics covering the most common experiences: IT, HR, and customer service.

Virtual Agent is also proactive and offers personalized experiences for each user. The software uses **natural language understanding (NLU)** to learn word meanings, recognize contexts, and predict user actions to quickly answer questions. Fully customizable, you can also personalize Virtual Agent to only recognize keywords if you'd prefer. The tool even integrates with your team's favorite software, offering a single space for productivity, support, and communication.

Here are just a few questions that are built into the solution:

→ I need to reset my password.

→ How can my guest connect to the Wi-Fi?

→ I have a problem with my paycheck.

→ How do I request a leave of absence?

→ What is the status of my case/order?

Service Owner Workspace

Managing IT services will only increase in complexity as technology develops and user expectations grow. With cybersecurity, resilience, and agility at the top of **84 percent** of business leaders' minds, tech spending will increase along with expectations. IT departments face higher needs than ever before as they balance greater capabilities and more progressive threats to infrastructure. As a result, they need wider support for everyday tasks—especially when it comes to continuous improvement.

A full-picture view of your entire IT ecosystem through Service Owner Workspace showcases the data needed to back up your business decisions. Long gone are the guessing days. Service Owner Workspace gives you the data needed to make intelligent decisions.

Implementing ServiceNow ITSM Pro's Service Owner Workspace gives your IT team access to one intuitive interface for managing all IT services, visibility into processes, and real-time data. Just one tool delivers the following features:

→ Centralized view of services, metrics, and performance

→ Service trend tracking

→ Availability management

→ Complete portfolio view for identifying problem areas

→ Integrated application data

84%

of business leaders are focused on cybersecurity, resilience, and agility—with tech spending increasing accordingly.

WORLD ECONOMIC FORUM

Vendor Management Workspace

It doesn't matter how secure your solutions are if you aren't monitoring external access—especially vendors. In one study of over **600 IT decision-makers**, researchers found that most companies were accessed by an average of 89 different vendors every week, but only a third of leaders could confidently say how many were accessing their systems. And while enterprises are paying more attention to third-party risk management, **nearly half** of organizations still rely on manual spreadsheets. Any enterprise working with third parties needs a centralized tool for managing vendor services.

Vendor Management Workspace in ServiceNow ITSM Pro centralizes data on who's accessing your systems and provides additional features:

- → Unified data

- → Comprehensive information layout

- → Integration with Vendor Risk Management

- → Vendor profiles

- → Performance reporting

- → Integrated risk data

This tool offers one place for your team to oversee vendor services while giving insight into performance, allowing you to make well-informed decisions to ensure vendors are delivering. Stop guessing and start seeing consistent results for your end users with Vendor Management Workspace.

Dynamic Translation

An excellent end-user employee experience is essential across all locations and languages—especially if your enterprise has international locations or works with clients from around the world. Don't let language barriers limit your growth. By implementing real-time translation into your workflows, you'll have access to employees from every location and be able to offer services to the widest pool of customers possible. While budgetary restrictions have left many organizations hesitant to offer comprehensive translation, Dynamic Translation is included with ServiceNow ITSM Pro so you can beat the curve.

> **Dynamic Translation** removes language barriers by translating forms, articles, and requests in real time.

By equipping your team with the foundation they need to communicate effectively, employees can work more efficiently in the language they're most comfortable with, seamlessly removing roadblocks and allowing workers to report incidents, work collaboratively, and deliver great experiences far and wide.

With ServiceNow ITSM Pro, enterprises can work, learn, improve, and communicate seamlessly through powerful automation and machine learning. Compared to ITSM Standard, customers can unlock dynamic features equipped to help them achieve more and grow faster.

Now that we've explored the key features included with ServiceNow ITSM Pro, it's time to dive into how to implement these tools so you can access amazing results. Keep reading to discover best practices for implementing and utilizing Virtual Agent.
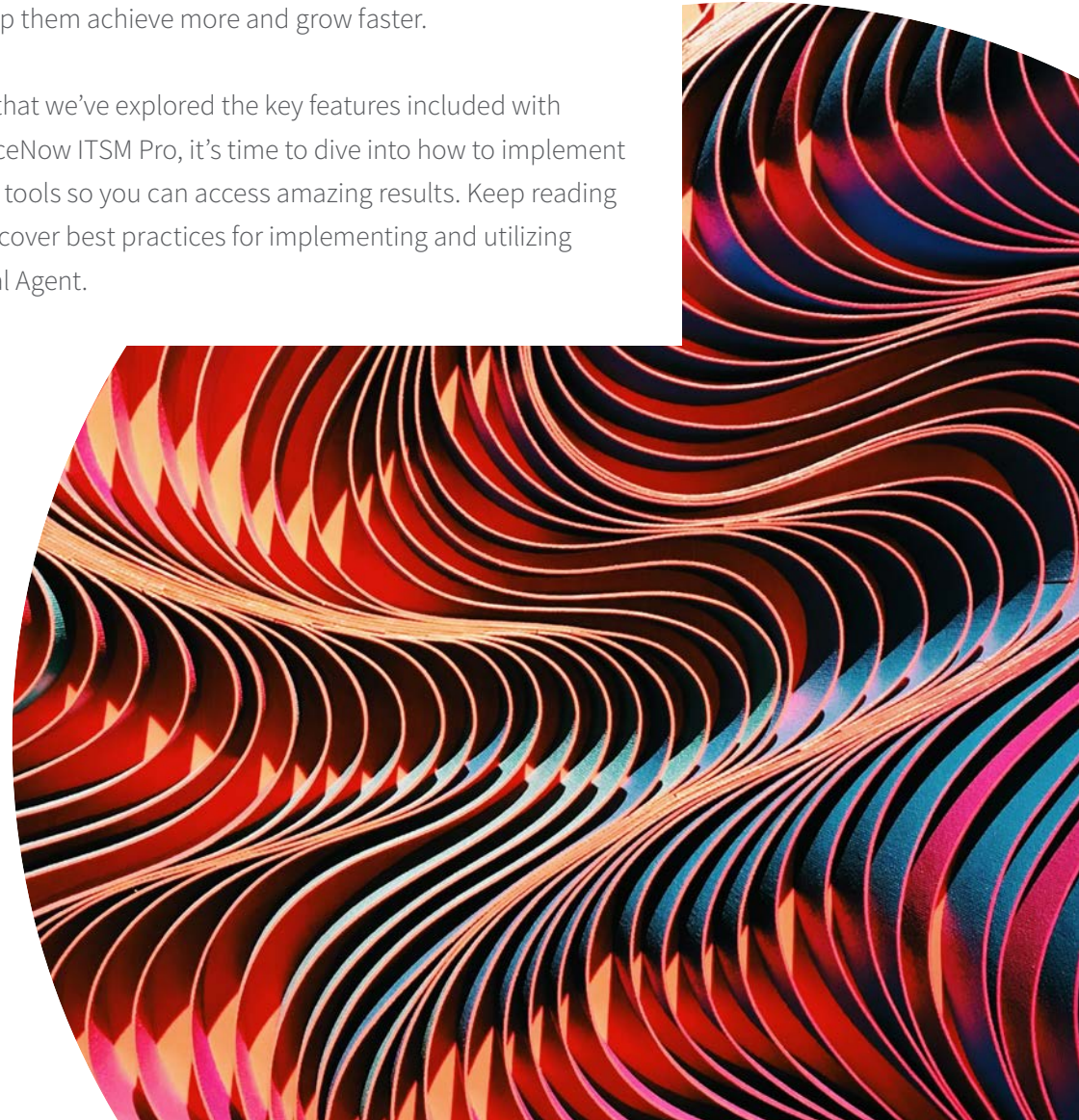
PILLAR 4

Best Practices for the Management of Virtual Agent
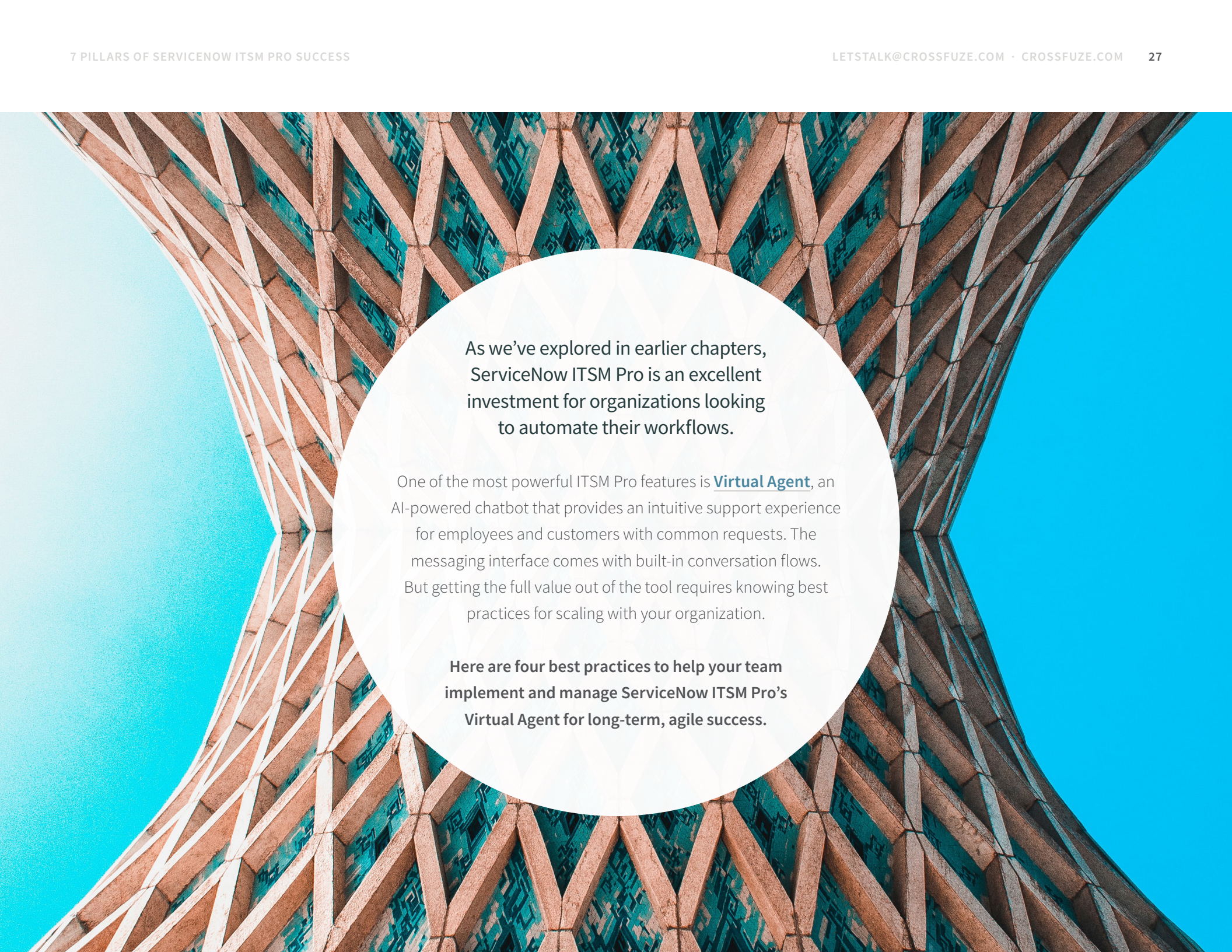
Meet Kyle

Kyle is the CIO of an enterprise that is growing at an unprecedented rate. They've brought on new clients—and, therefore, employees—at an astounding pace, doubling their team in just months. While the growth has been an amazing opportunity for the company, Kyle faces immense pressure to provide technology that offers a seamless onboarding experience for the new hires. It's on his shoulders to ensure they have everything they need to succeed as quickly as possible.

Between such high expectations and supply chain issues, Kyle finds himself overwhelmed and unable to provide solutions swiftly enough. New employees continuously look to the IT department for support on simple requests, and Kyle's team is overloaded with unanswered support tickets. While this small but mighty team was once efficient, it struggles to keep up with the exponential increase in demand, leaving the rest of the organization to fend for themselves. Not only are they overwhelmed and overworked, but the rest of the company is less efficient for it.

Little do Kyle and his team realize that they could automate many of the requests sent to them every day with ITSM Pro's Virtual Agent, freeing them up to accomplish more strategic initiatives.

Kyle's team isn't the only one buried under support requests that could be answered more quickly with automation. **Sixty-nine percent** of internal support tickets are solved in just one communication, but it takes service teams an average of 24 hours to respond simply because teams are too busy or short-staffed to respond as quickly as needed. By providing options for self-service and automation, organizations achieve two goals at once: providing timely support to their end users and reducing their IT team's workload. As a result, companies become more efficient, improve the employee experience, and boost customer satisfaction.

As we've explored in earlier chapters, ServiceNow ITSM Pro is an excellent investment for organizations looking to automate their workflows.

One of the most powerful ITSM Pro features is **Virtual Agent**, an AI-powered chatbot that provides an intuitive support experience for employees and customers with common requests. The messaging interface comes with built-in conversation flows. But getting the full value out of the tool requires knowing best practices for scaling with your organization.

Here are four best practices to help your team implement and manage ServiceNow ITSM Pro's Virtual Agent for long-term, agile success.

Start Small, but Think Big Picture

The devil is in the details, and that's exactly where you should start your Virtual Agent implementation. Meanwhile, keeping your sight set on long-term goals and growth allows you to make adjustments and avoid mistakes before going full scale.

Set the foundation. Decide on an owner, identify your scope, create a timeline, and **define metrics and KPIs**. Once you have a solid structure, start with a manageable number of topics, focusing on out-of-box (OOB) topics first. Leveraging this small list as much as possible in the initial phase helps you determine which subjects will provide the most value to your organization. Don't overload your first topic set. Too many topics makes it difficult to incorporate recommended changes from the feedback you gather.

Remember: It's not about getting it perfect from the beginning. It's about using Virtual Agent in the most beneficial ways for your organization.

Use Keywords, Then Scale to Natural Language Understanding (NLU)

When you're just starting to implement Virtual Agent, you may wonder, "Do I start with natural language understanding (NLU) or keywords? Which will serve my organization best?"

> Implementing keywords first allows you to reevaluate quality before scaling. With a small number of topics, NLU is unnecessary, as the user has few options to choose from.

However, as you scale and add more topics, NLU becomes essential to providing an intuitive experience for every user.

NLU helps the Virtual Agent understand what needs to be answered and improves UX by allowing users to engage with the Virtual Agent naturally. Best of all, low-code tools and one-click training make **migrating from keywords to NLU** a simple and seamless process—freeing you up to focus your attention on the most important Virtual Agent detail: making sure the conversation flows naturally.

Design Excellent Conversation Flows

Facilitating the most natural, succinct conversation flows possible is key to developing and maintaining an excellent Virtual Agent interface.

> Your users want questions answered quickly, so don't try to create flows that resolve requests outside of their topics. The last thing you want is users getting stuck in loops of seemingly unrelated questions that don't address their needs.

This is why you must understand the root of your users' desires and provide them with a workflow that allows for self-service or other options for support in the case that their needs are not addressed.

A consistent Virtual Agent experience is a successful Virtual Agent experience. With ServiceNow ITSM Pro Virtual Agent, you get **prepackaged topic conversations** for help with common IT tasks like resetting a password or creating an incident. In addition, you can identify the perfect time in the experience to give users the option to leave the topic and ask for live agent support, search for knowledge, or create a form request. This gives your end users options to find the answers they need or access more comprehensive support in just a few easy steps.
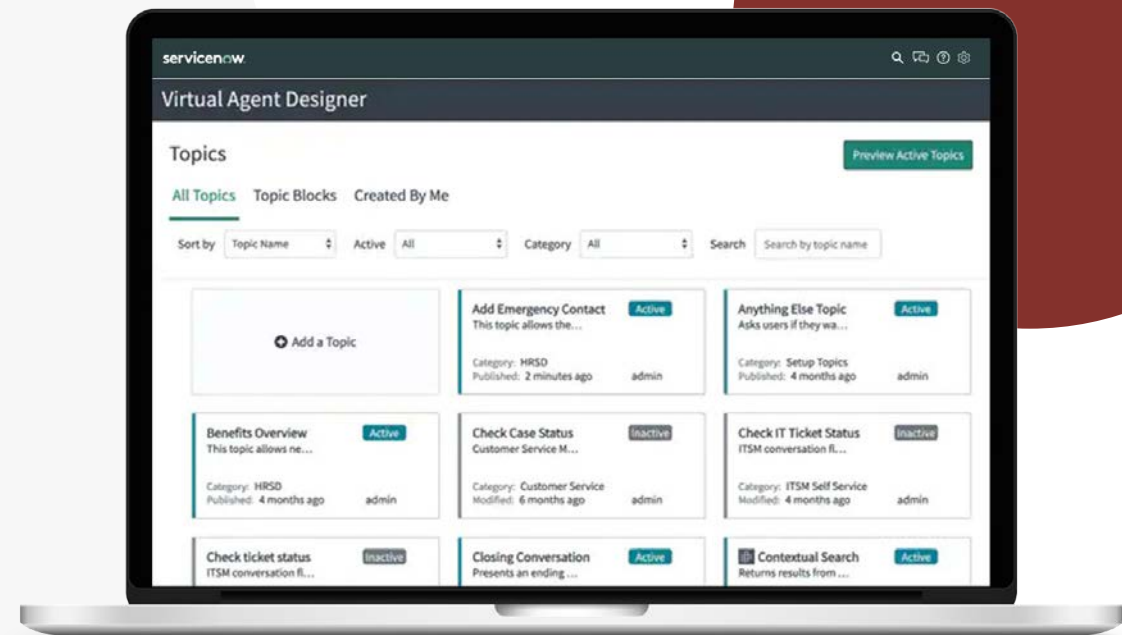
Prioritize Creativity and Analysis for Long-Term Success

Once you've established the foundation of Virtual Agent and an initial list of topics and conversation flows, you'll want to get the word out there. Create awareness campaigns to educate users on how to use and access Virtual Agent. Implementing change management from the beginning ensures widespread and comprehensive Virtual Agent use. Most importantly, prioritizing continuous improvement by harvesting data means you'll always know which **topics make the most sense** for your Virtual Agent to handle.

Creativity and analysis ensure you're providing resourceful, reliable support to all users 24/7. Use analytics, surveys, and brainstorm sessions to check in with users as you scale, and be sure to implement their ideas. As you continue to grow your solutions, you'll access greater insight into your end users' needs, allowing you to make changes as necessary and adapt to guarantee long-term, seamless support.

PILLAR 5

How ITSM Pro Predictive Intelligence Empowers Your Staff with Greater Productivity and Experiences

Meet Charlotte

Charlotte is the HR director at a large enterprise. In her more than decade-long tenure in HR, she has never seen more attrition than she has over the last few years. People throughout the organization are leaving their jobs at a higher rate for a variety of reasons: to retire early, switch industries, start their own businesses, or take a break to embark on new adventures. The resulting competition for hiring new team members is fierce. Charlotte faces unprecedented pressure to replace talent and fill roles that have been left unfulfilled as team members leave.

On top of this, she struggles to provide essential support to the employees there. As people leave the company, each team member's workload grows, overwhelming them. Fighting to keep their top talent from quitting, Charlotte is similarly overworked and stressed. With fewer IT professionals to rely on, she feels unsupported in her own responsibilities and role, leaving many issues unresolved.

Charlotte isn't the only leader struggling to retain employees and provide great experiences despite attrition. IT staff are buried in the need to adapt quickly, reduce costs, and increase productivity. High burnout is driving **42 percent** of IT workers to consider quitting their company in the next six months. Sixty-two percent of IT professionals are "physically and emotionally drained." And challenges aren't getting easier. As solutions develop, so do cybersecurity threats, resulting in greater stress and less reward.

As technology becomes more advanced, it empowers organizations to implement digital workflows and create great experiences for customers. But it's not all good news: Accelerated digital transformation also brings higher workloads and expectations for employees. With Predictive Intelligence from ServiceNow ITSM Pro, leaders address employee roadblocks and create better experiences, improving retention and overall productivity.

Predictive Intelligence with ServiceNow ITSM Pro

While many organizations struggle to keep up with digital transformation efforts, doing it well could mean the difference between happy employees and the chronic dissatisfaction of poor work culture. For example, ServiceNow ITSM Pro offers companies an opportunity to provide greater experiences through Predictive Intelligence, a feature that provides intuitive automation and even more seamless workflows. Let's explore four specific ways in which this powerful AI tool empowers your staff with better experiences.

16%

of employees report difficulty in collaborating with team members

2021 BUFFER REPORT

Empower Communication across Departments, Locations, and Languages

Remote work is here to stay. And it will only increase throughout 2023. While the benefits of having teams spread across times and places are plentiful, seamless communication between team members continues to be difficult. Effective communication remains one of the biggest challenges in the remote work environment. **Sixteen percent** of employees report difficulty in collaborating with team members. And while a lack of human connection sparks some issues, it can be especially difficult to address language barriers.

Predictive Intelligence offers natural language processing, allowing your teams to communicate and access support in the language in which they are most comfortable. Plus, the instance includes international language support, where you can assign a language to the machine-learning solution.

Even if you don't speak Japanese, French, or Dutch, you can provide the data, insights, and recommendations your team needs to drive success and find satisfaction while working.

Connect to Analytics for Real-Time Insights

Dashboards and reporting are key to employee satisfaction. How else will you know if your processes are working for your team? Built-in analytics from ServiceNow ITSM Pro provide real-time insights into your machine-learning-powered improvements, enabling you to check in at every step of the way and adapt as needed. The dashboards provide a graphical view of prediction trends, showing how they impact your business and improve service efficiency. Measured service impact ensures you know exactly how each investment improves your workflows.

Through ITSM Pro, you can monitor monthly prediction coverage and accuracy trends to significantly decrease resolution times across the organization and increase the number of issues resolved.

Best of all, it reduces mundane, low-value tasks like sifting through requests and enables you to present your employees with a more meaningful way to work.

Access Prebuilt Templates for Proven Success

On top of managing tech implementation, digital transformation requires a consistent and adaptable understanding of best practices. ServiceNow ITSM Pro supplies your team with a framework of best practices to streamline entire workflows at your organization, as well as the digital transformation itself. Predictive Intelligence, with prebuilt machine learning templates included in its interface, enables your teams to build in an easy and accessible way.

As your team adapts to ITSM Pro, they can streamline their tasks using these templates to ensure they aren't overworked throughout the transition.

Plus, they're able to prioritize the human side of digital transformation and provide resources for the rest of your staff. When they don't have to worry about perfecting every menial task along the way, tackling the biggest barriers provides a meaningful challenge for your capable employees.

Solve Issues Quickly with Smart Suggestions

Employees spend approximately 22 minutes every day dealing with IT-related issues. That's 91 hours a year! Imagine if all these issues passed through your IT department first. The stress and time required to handle each request—even the smallest issue—would leave them overwhelmed and unable to focus on continuous improvement.

> Even without this extreme, your team is likely spending far too much time resolving issues when they could be driving growth at your organization.

AI-powered capabilities from ServiceNow ITSM Pro save significant time resolving each issue. Features expedite the issue-assignment process, getting it to the right team right away and helping your team ensure effective governance and compliance along every step. Predictive Intelligence learns with your team, consistently offering the smartest suggestions based on your environment. It even helps IT staff identify and detect possible incidents by analyzing similarities between open cases.

We've explored just how powerful each capability within ITSM Pro can be. *Keep reading to learn how to develop an excellent change management plan.*

Employees spend **22 minutes every day** dealing with IT-related issues. That's nearly

91

HOURS PER YEAR!

PILLAR 6

How to Guarantee Excellent Change Management as You Upgrade to ServiceNow ITSM Pro

Meet Sarah

Sarah has been the manager of a local bank for a few years. Located in a small town, the branch is part of a nationwide enterprise providing banking services to people across the US. Although small, the bank offers essential services to thousands of residents in the community. The dedicated staff has worked the same way for decades, even though it may not always be the most productive way to work. So, when headquarters tells Sarah and her team that they'll be updating a few processes and implementing new technology, they're uncomfortable with the jarring changes.

The newest technology is foreign to them, and they spend as much time trying to figure out the system as they do working productively. Sarah scrambles to provide them with the support they need to become more productive and meet the new standards leaders have set for them, but she also struggles with the new changes. As a result, their customer service falls below expectations, and fewer clients come to them for support with their challenges.

Sarah's team isn't the only branch of the enterprise to struggle with organizational change. Other locations have been attempting to adapt quickly despite feeling they don't have sufficient support from management. They reach out to the C-suite for help. After little response, they end up readopting their old processes and technologies, leaving the digital transformation unsuccessful.

For large enterprises seeking digital transformation, failure to drive comprehensive change is a common roadblock. Organizational change can be challenging for every person involved in the company. In fact, according to Gartner, **73 percent** of employees affected by change report moderate to high-stress levels. And while some people adapt well to and desire change, **62 percent** either don't like to leave their comfort zone or do so rarely. For these reasons and more, it is absolutely essential to equip your team with the support they need to face change proactively.

Effective Change Ensures Success

Effective change management helps improve employee satisfaction, maintain productivity, and make your digital transformation much more successful. In fact, according to one study of digital transformation projects, **81 percent** of those with good change management came in on or under budget.

How can your organization develop an excellent change management strategy to ensure everything goes to plan as you jump into ServiceNow ITSM Pro? Let's take a look at four essential best practices to ensure your team has the support needed to tackle valuable transformation.

75%

of organizations expect to multiply major change initiatives going forward

GARTNER RESEARCH

Make Change and Agility Your New Baseline

Organizations must prioritize agility and adapt to the only constant: change. According to Gartner, the typical organization has undertaken **five major changes** in the past few years. In fact, 75 percent of them expect to multiply major change initiatives going forward. As organizations consider top priorities, they need to **prioritize agility**. Without it, adapting and remaining relevant will be much harder.

> Preparing for change means creating a culture emphasizing continuous improvement. From investing in ongoing training, acquisitions, and partnerships to repeatedly evaluating success and changing direction along the way, organizations can instill processes that constantly leave room for refinement.

Embracing change is the most valuable aspect of efficient change management and the hardest to guarantee. Embrace agility at scale to develop value across the organization, and encourage your teams to work collaboratively to achieve the same clear outcomes.

Develop a Strategic Vision with Scenario Planning

Creating a **strong vision** is key to great change management and ensures all of your teams prioritize the same goals.

Start by identifying your core company needs: What should be streamlined and/or enhanced? What do you expect to come out of these advancements? It is critical that you start your process by knowing exactly what you want to strengthen and how you plan to do it. For example, perhaps your team wants to improve solution delivery and the user experience. Identifying the need is great, but be sure to explain exactly what you will do to achieve those goals and how you will adapt if the strategy doesn't go to plan.

Before diving into change initiatives right away, take the time to evaluate your current operations. Understanding your processes will help you develop specific strategies and outcomes necessary to achieve your goals. Outline your strategic objectives in a chart that includes information about your starting point (i.e., traditional IT security and infrastructure) and your desired endpoint (i.e., Cloud-based infrastructure and security). This will help you organize and scale throughout the process while ensuring your goals are always top of mind.

Unify across Departments for Collaborative Politics

With limited resources, getting buy-in for the best ideas and urgent needs remains one of the biggest challenges organizations face while implementing new technologies. You can't solve what everyone thinks is the most important issue in your organization—but you can address the problems affecting productivity the most. The key to over-coming the seemingly insurmountable challenge of prioritizing these issues is to drive well-informed decision-making across departments through a single view.

Creating and instilling a **governance model** to include all stakeholders and departments is essential for developing collaborative perspectives. Use an approved plan for decision-making so IT can evaluate priorities and their significance within your current business situation. This model also ensures leadership has a clear link across disciplines, allowing IT to focus on the most important projects proposed to them while minimizing roadblocks to consistent decision-making.

Study Use Cases to Prioritize Your Core Needs

Once your team clearly understands which goals are most important, it's time to choose which technologies to implement. ServiceNow ITSM Pro has **eight additional features** compared to ITSM Standard. Which of these will most help you drive the excellence you're striving for?

> Evaluating a wide range of use cases will help you determine which systems to focus on and how to best implement and manage them.

While it can be easy to see the value in every tool, it's essential to keep your goals at the forefront of your transformation. Then, as you identify, review, and select features, you can adopt innovative solutions more quickly and enable your organization to be agile and adapt to shifting priorities in your industry. The better IT understands how these tools can be used rather than what they do, the more effortlessly they can implement what will drive the most significant growth.

PILLAR 7
Fundamentals of Long-Term ServiceNow ITSM Pro Success

Meet Scott

Scott is the CIO at a large healthcare organization with locations across the United States. His position requires him to not only provide software and IT support but also offer a powerful vision that combines strategic business leadership, safety, privacy, and excellent customer service. He faces more pressure to drive digital transformation efforts, yet the latest risks make adopting new processes more dangerous than past efforts. Because of ever-mounting and evolving security risks and legal privacy concerns, Scott must put protecting the organization above all else—putting him under tremendous pressure to provide a quick return on all technology investments.

Scott's experience as CIO isn't unique to his industry or organization. Leaders face pressure to provide seamless digital transformation in nearly all aspects, and running a full-scale digital organization demands more than ever before. CIOs and their teams must deliver personalized, quick, and agile services at scale, all while offering on-demand support and guaranteeing consistent efficiency.

As we've explored throughout the previous chapters, ServiceNow ITSM Pro offers unique and powerful opportunities for companies to deliver these results. ITSM Pro provides AI-driven features designed to speed up everyday work and boost productivity by over **20 percent**. As your organization scales with ITSM, it may be time to look for opportunities to upgrade from ITSM Standard to ITSM Pro.

Long-Term Success with ServiceNow ITSM Pro

We've explored the major **differences between ITSM Standard and ITSM Pro**, features included in the solution, how to ensure effective change management and governance, and tips for fully developing some of its most powerful tools. Here's a recap of how to ensure long-term success for ITSM Pro as you scale—at every step from first implementation to continuous improvement. Keep these four fundamentals in mind throughout your ServiceNow ITSM Pro-driven digital transformation.

Develop a Comprehensive Vision Centered on Change and Agility

The right perspective is key to guaranteeing excellent change management and governance. Define your goals and vision from the beginning and set expectations for continual change. Agility should become your new norm, providing a foundation for the unexpected. The new mindset will help you improve throughout the years and could result in high ROI quickly. According to MIT, **31 percent** of organizations that identify as highly agile have increased EBITDA by at least 20 percent or more.

By defining expectations first, you set your team up for success as they evaluate current operations before diving straight into initiatives. Prioritize understanding a bird's-eye view of your current position and where you want to be.

Create a chart to outline your starting point and your desired endpoint as well as the metrics you'd like to hit along the way. And don't forget to define a workflow for how you'll adapt as needed—you and your team will thank you for it later.

Start Small with the Big Picture in Mind

While getting started, it can be easy to want to hit the ground running. However, as we discussed in our Virtual Agent chapter, it's best to start with the details while implementing a new tool. And that should be exactly how you look at your road map for adopting ServiceNow ITSM Pro.

First, run metrics to decide which Pro features are a great fit for your organization. Then, run a pilot program to gather feedback from your end users and pivot as necessary. Taking it one step at a time will leave room for adjustments, saving you time and mistakes before scaling.

Perfection isn't the end goal—continuous improvement is. Don't be afraid to adapt as many times as necessary to achieve your desired KPIs and empower your employees.

Prioritize the Employee Experience with AI-Powered Features

Predictive Intelligence provides intuitive automation to streamline your workflows and makes it one of the most transformative ServiceNow ITSM Pro features. Through this tool, organizations empower communication, connect to analytics in real time, and address IT-related issues more quickly through smart suggestions. Don't leave your team to deal with every tech and digital transformation roadblock on their own. Instead, prioritize those features within Pro that facilitate more seamless workflows and boost satisfaction.

Among these features are prebuilt templates. These unload the burden of digital transformation from your employees and provide them with a proven foundation of best practices. That way, teams can spend less time on administrative tasks and more time focused on proactivity and providing sufficient resources for the rest of your staff. With greater opportunities for meaningful interactions, your team will be able to accomplish what they do best!

Build Around Continuous Improvement

As we've already discussed, **continuous improvement** should be the heart of any digital transformation—including implementing ITSM Pro. When your team's eyes are on continuous improvement, you drive more value while minimizing excessive spending or waste. It's not about driving monumental change every day—it's about taking small steps every day to invest in your goals.

Improvement is only achievable when you have ownership and buy-in from your entire team. When employees feel management has forced change they don't understand or want upon them, they'll likely meet it with some resistance. On the other hand, their involvement could bring your implementation new ideas and motivate them to put in more effort to accomplish these goals.

Ask for consistent feedback. Measure your progress. And respect any ideas that come your way. Leave room for more great ideas to creep in as the team works through potential challenges. Keep your big picture in mind, but don't be afraid to let go of small pieces of your vision in exchange for overall improvement.
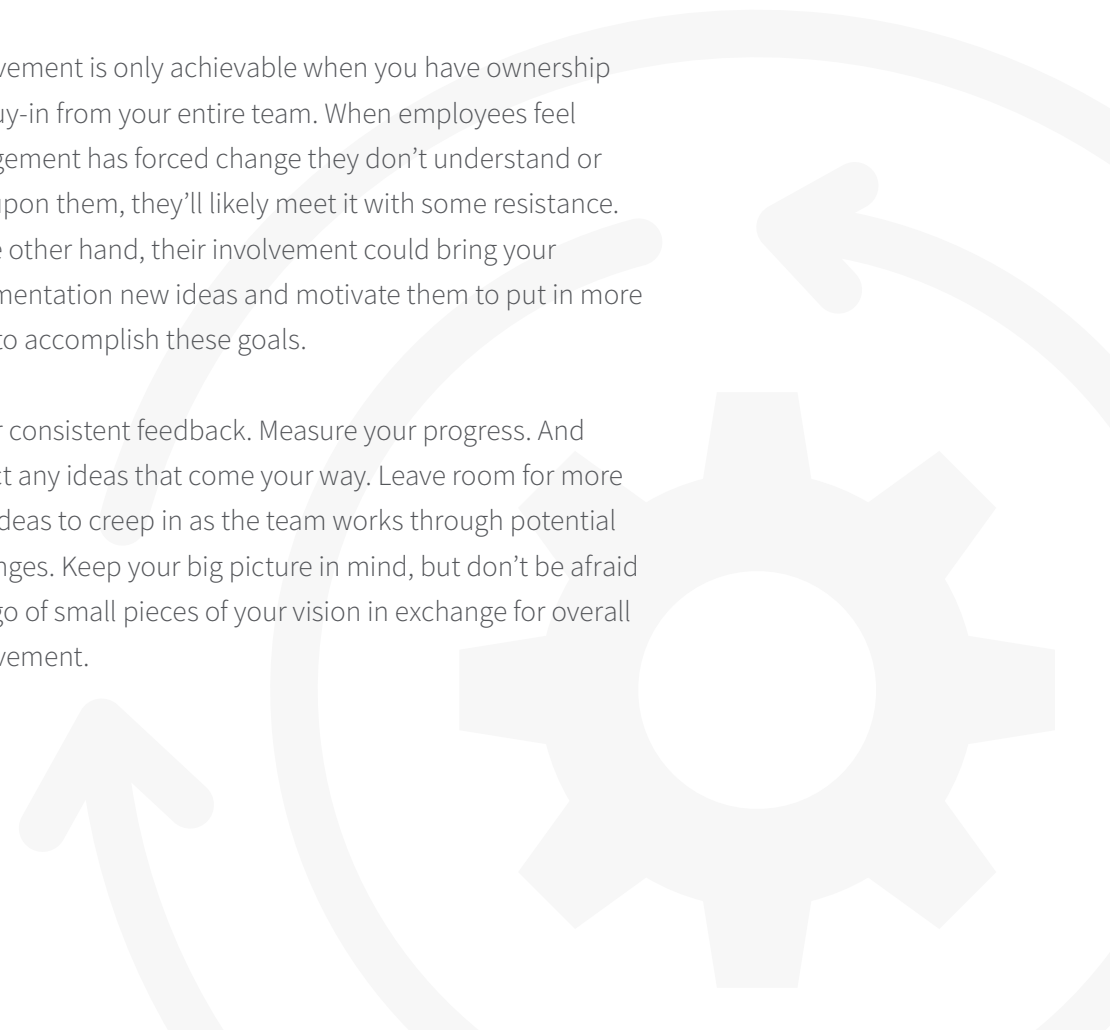
Final Thoughts

Succeeding in your digital transformation and delivering continuous improvement means more than having a great vision and using a powerful system like ServiceNow. It requires you to think outside of your comfort zone to continuously identify weaknesses and how to resolve them. You must make a commitment to the process, focusing on progress over accomplishing a single project goal. Today's expectations require agility, facilitating the necessary infrastructure and skills to respond to inevitable changes in your industry and beyond. In order to thrive, you must be able to stabilize regardless of any challenge you face.

> While ServiceNow ITSM Pro offers the technical opportunity to begin or continue your ServiceNow journey and accomplish these lofty goals, a successful transformation depends on you and your people.

Remember why you invested in these processes: to support your people—whatever position they may have at your company. Your digital transformation is for them. Don't leave them behind on your quest to perfect your technology.

Implementation Is as Successful as Your Most Unprepared Employee

Significant change is never easy. Digital transformation is no exception—even with a great tool like ServiceNow ITSM Pro. Ensuring you have sufficient buy-in across departments and positions will be essential to your success. Every person should be on the same page about next steps and know how they can share their own ideas for transformation.

> With a people-oriented mindset that assumes success hinges on the least-prepared person on your team, you ensure you don't settle for anything less than incredible transformation.

Check in with your teams regularly and often. Evaluate your progress based on data and opinions from anonymous surveys and meetings. Most importantly, remember to be open to criticism: Not everyone will be as invested in the change as you, but they are all just as impacted by the change as you are—maybe even more so.

Working with a ServiceNow Partner to Achieve ITSM Pro Success

The modern organization must move more quickly and with more grace than ever before to continue offering top-tier experiences for employees and customers. While it may be hard to accept, there's no reason why your organization can't take advantage of the latest advancements and continue leading your digital transformation.

The great news is that you aren't alone. Increasingly, organizations utilize **ServiceNow Partners** to manage the brunt of modernizing their processes with ServiceNow. These specialists offer the expertise, skills, and best practices needed to support enterprise-wide transformation and keep you moving toward accomplishing your goals, achieving agility, and gaining support from key stakeholders at every step of the way.

If you're interested in working with a partner in your digital transformation, here are a few tips for getting the most out of your relationship with these experts:

1. Choose a partner with defined processes, comprehensive ServiceNow support, and in-depth experience:

The first step to working with a Partner is to choose the right one for your organization. While it's important to mesh well with the team you choose, your Partner should also prioritize defined processes, ServiceNow support, and expertise in your industry. Even if you aren't planning on implementing anything other than ITSM Pro now, it never hurts to prepare yourself for platform expansion in the future.

2. Be open with your story and struggles:

Partners know every journey is unique. They'll need to know the ins and outs of your everyday challenges to find the best solutions to address them with ITSM. Experts know how to apply best practices to your unique roadblocks based on successful engagements at similar organizations. Even so, they must understand your organization as deeply as possible in order to deliver the best ROI.

3. Listen to and respect recommendations:

An excellent ServiceNow Partner will serve as a visionary and leader throughout your ServiceNow ITSM Pro engagement. They'll know how to do much more than simply execute your plans. If you need help defending your vision— or defining it—a ServiceNow Partner can make recommendations based on all of the needs, priorities, and sensitivities of your organization. At the end of the day, they just want to help you achieve the best possible outcomes.

Now that we've laid the foundation for your transformation, it's time for you to explore the depths of ServiceNow ITSM Pro features and how they apply to your own organization and team.

While your journey may be challenging, the work you do will be worth it as you realize your vision of improving the experiences of your customers and employees. Remember: You don't need to be perfect or get it all right from the beginning. You just need to improve from where you are today.

You may be asking, **"How will I know that it's all been worth it if it's an ongoing process?"** If you can provide an excellent experience for your staff and customers in the face of immense challenges, you have won. Let's achieve as many wins as we can.

About Crossfuze

Crossfuze is a global professional and managed services partner with over 20 years of experience delivering superior and long-lasting business outcomes for our clients. We are an industry-recognized ServiceNow Elite Partner committed to ensuring your long-term success with ServiceNow.

Crossfuze combines people, technology, processes, and customer experiences to accelerate digital maturity with the ServiceNow platform at its core.

Crossfuze™
The Workflow Company™

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