

## Leaving legacy IT is easier than you think

Discover a stress-free methodology for  
implementing a modern ITSM solution—fast.

START »



## Introduction

Slow, fractured, and inefficient is no way to run IT. Yet, sadly, that's the situation for many organizations saddled with an outdated, on-premises legacy IT service management (ITSM) tools.

Old-school tools are inflexible to changing business needs and lack the capabilities needed for digital transformation. The user experience is subpar, there's no single system of record, and innovation is nonexistent. Plus, upgrades are costly and time consuming.

Sound familiar? Despite failings, your organization may have faithfully stuck with your solution—making the best possible use of the tool given its limitations. And you're not alone. There's a historic fear that moving to a better, more modern ITSM solution would be too painful, slow, and expensive to bear.

Happily, that's not the case. With the proper preparation, your organization can ditch its legacy ITSM tool for one that delivers better ITSM and supports enterprise-wide digital transformation.

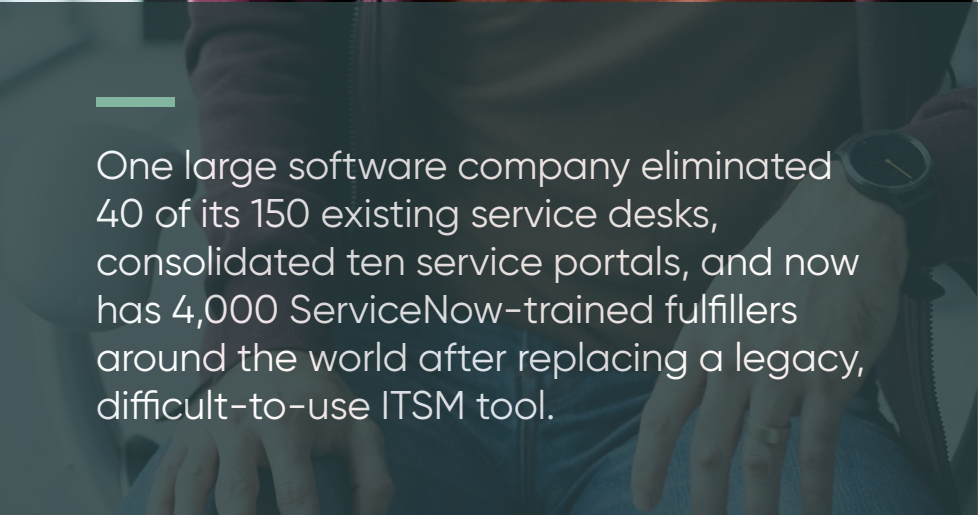


## Your opportunity is larger than ITSM

Having “better, faster, cheaper” ITSM capabilities is a great win for any organization. But you’ll need more than efficient and effective support of service management processes to thrive in today’s world. Beyond the mechanics of service and support, modern capabilities such as intelligent automation are the key to improving the employee experience and boosting employee productivity.

This is no small concern. The average company loses more than 20% of its productive capacity to structures and processes that prevent people from getting things done.<sup>1</sup> ServiceNow research echoes the need for this focus, finding that 78% of executive leaders cite employee productivity as a top strategic priority for 2019.<sup>2</sup>

This calls for a solution beyond a standard “rip and replace” of existing tech tools. This calls for a unified IT platform solution to fulfill a larger need for organizational change. Luckily, a blueprint for this process exists—and has been successfully implemented by thousands of companies.



One large software company eliminated 40 of its 150 existing service desks, consolidated ten service portals, and now has 4,000 ServiceNow-trained fulfillers around the world after replacing a legacy, difficult-to-use ITSM tool.

<sup>1</sup> Michael Mankins (Bain & Company), “Great Companies Obsess Over Productivity, not Efficiency,” Harvard Business Review, 2017

<sup>2</sup> ServiceNow, Best Practices Program Prioritization Study, 2019




## Success starts with a proven methodology

Experience has taught us that the same principles for a successful implementation can be applied on an organization-by-organization basis, adjusting to a company's specific circumstances and needs. We begin with a proven, outcome-focused methodology built upon these "eight ingredients of success":

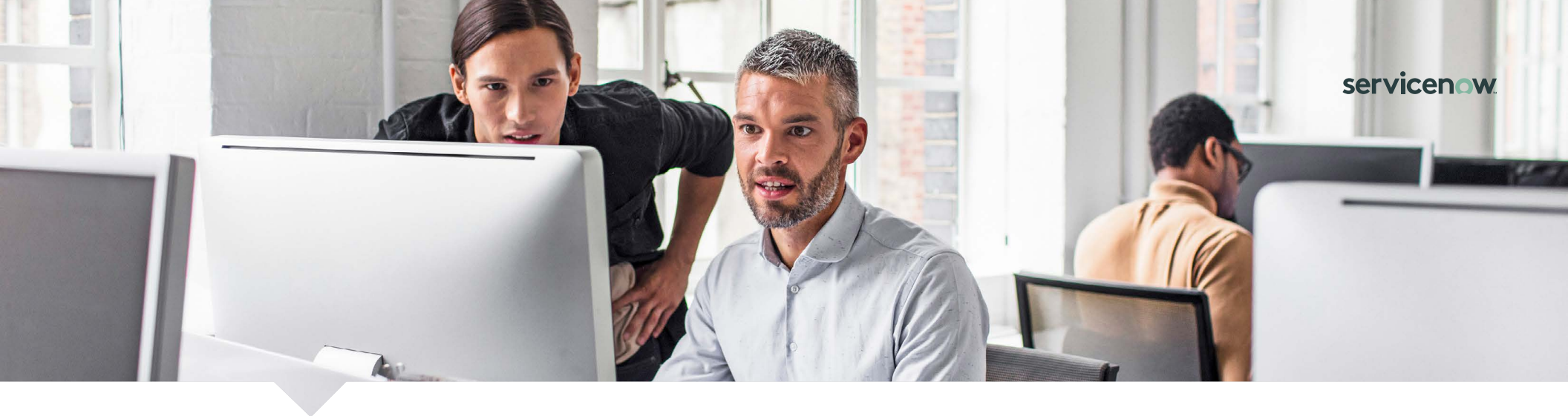
1. Clearly define your business goals and measurement/key performance indicators (KPIs) upfront
2. Recruit executive sponsors who will stay involved until the implementation is complete
3. Take a phased implementation approach to incrementally drive adoption and value
4. Put governance in place such as a RACI matrix<sup>3</sup> for business and technical decisions
5. Commit to using out-of-the-box functionality first
6. Engage experienced, certified, and verified resources with deep domain expertise
7. Document training requirements and ensure budget to invest in training
8. Create change management plans and hold workshops for affected teams

These ingredients form the foundation of a successful implementation using the ServiceNow Implementation Methodology. More on this later.

<sup>3</sup> A RACI matrix is a responsibility chart that defines role participation in tasks in terms of who is responsible, accountable, consulted, and informed



A consultancy company has used Agent Intelligence to cut ticketing misroutes from 50% to 8%, with auto-routes up to 92% of tickets in the first two months.



## Building the team for organizational change success

There are many root causes that lead to the suboptimal outcomes that cause ITSM tool dissatisfaction. These are the top three reasons for ITSM tool churn<sup>4</sup>:

1. The tool was end-of-life or simply outdated, or a homegrown ITSM tool was no longer workable
2. Tool dissatisfaction related to IT best practice alignment, usability, manual activity, flexibility, or customization
3. The old tool failed to deliver the expected benefits

All are valid reasons for changing your legacy ITSM tool, but implementing a new solution is as much about changing people as it is about changing technology.

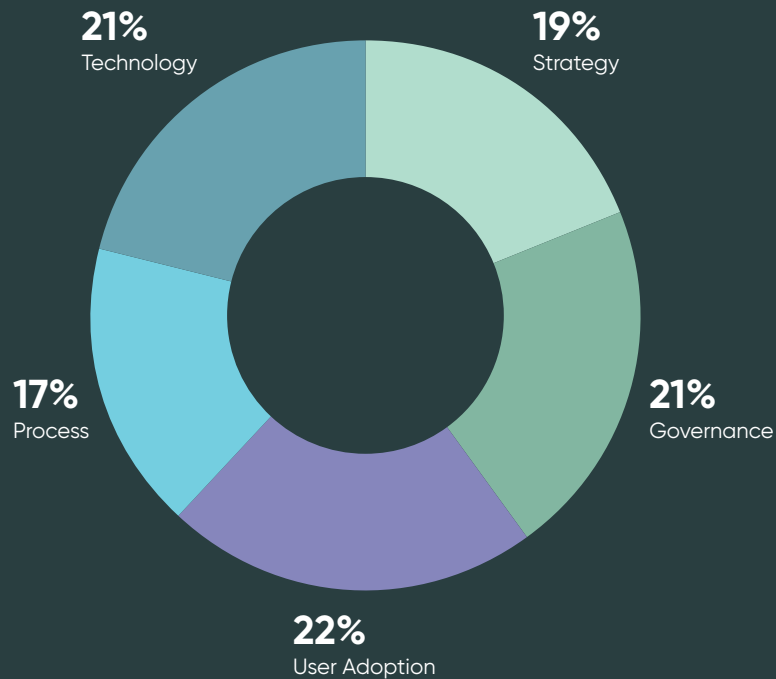
Organizational change management is at the heart of a successful ITSM solution implementation. This not only includes selling the “what’s in it for me?” to stakeholders, but also involving and communicating to the right people, including:

- One or more executive sponsors – these are the senior business leaders who champion the process from beginning to end, providing the credibility and authority needed for successful change across various organizational areas.
- Change agents/champions – these roles are responsible for implementing change in their area, from acting as a communication conduit by facilitating requirements/design workshops to coaching colleagues.
- Users and customers across multiple teams – anyone impacted by replacing the legacy tool across various divisions within a large enterprise and those who will use the new ITSM solution outside of IT.

Our implementation experts can help you understand, and work within, your organizational ability to absorb change—this can relate to multiple dimensions, such as having the right capabilities or having sufficient capacity to change.

<sup>4</sup> ITSM.tools, <https://itsm.tools/do-you-know-the-main-reasons-organizations-change-itsm-tool/>, 2019

# Gartner's critical success factors for implementing software



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The most critical success factors for implementing software are managing expectations, knowing the scope, choosing the right approach, focusing on high end users, understanding your sponsors, and balancing customizations to the software.

B. Eisenfeld, Gartner Research

Determined from analysis of customer projects where expected business results were not fully achieved

## Employing the ServiceNow Implementation Methodology

The ServiceNow Implementation Methodology is our best practice and standardized delivery approach that's used for all customer engagements. It's based on the firsthand learnings of ServiceNow experts over the course of 6,000 successful customer implementations.

The methodology contains five stages:

1. **Initiate** – understanding the customer, beginning the preparation work, staffing the delivery team, and kicking off the formal engagement.
2. **Prepare** – hosting workshops to understand process and platform needs, finalizing the engagement timeline, and refining configuration requirements ("stories").
3. **Create** – running Agile Scrum cycles to realize business objectives and value through rapid configuration and transparent reporting.
4. **Transition** – facilitating user acceptance testing (UAT), training delivery, ensuring customer support readiness, go-live, and post-go-live support.
5. **Close** – conducting a formal engagement closure, gathering feedback on lessons learned, and an engagement assessment.



One large financial company—a 135K-seat global organization—performed their first platform upgrade over a three-week period, reducing it to two weeks for the next upgrade, and hoping to get it down to one week going forward.

## Getting the right help

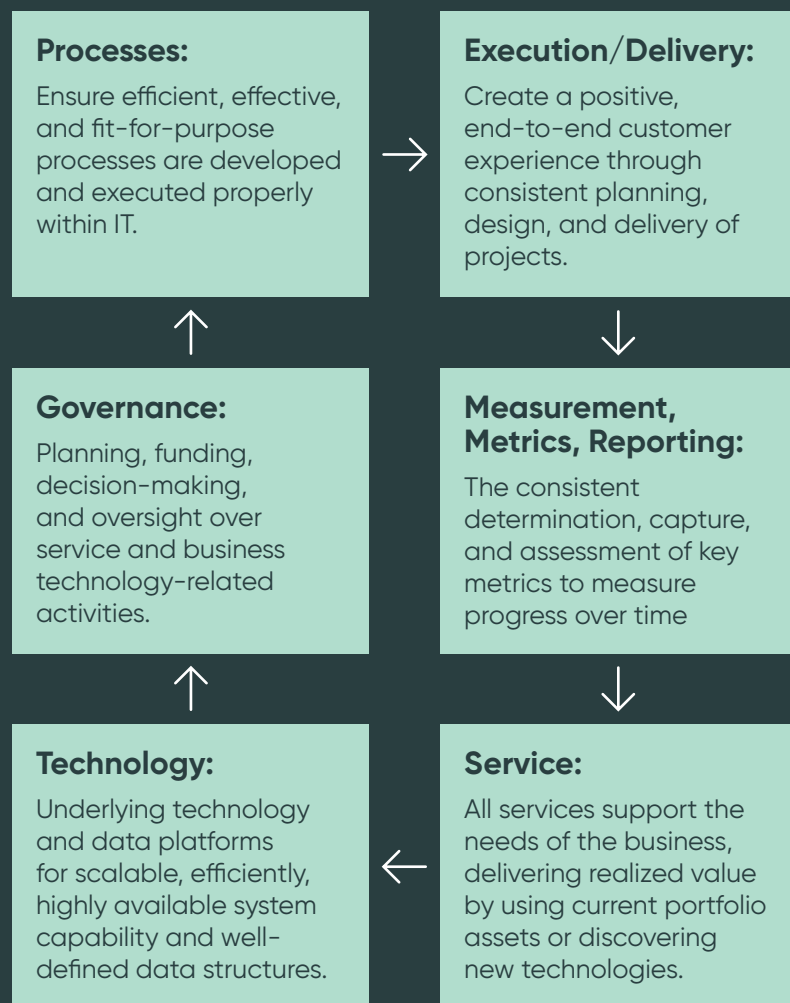
In changing your ITSM tool, it helps to have access to expert resources who can help with:

- Advice – such as program, architecture, and product recommendations that future-proof your platform, avoid technical debt, and bolster adoption.
- Implementation – to effectively deploy the solution and realize value faster
- Optimization – to improve application performance and user experience, and enable your organization to fully realize value from its investment.

Our highly experienced ServiceNow partner ecosystem helps customers in more than 80 countries—from region-based implementation partners through to global system integrators, service providers, and resellers. These partners and customers are supported by a ServiceNow Professional Services team, including a global network of more than 400 certified implementation specialists whose deep expertise has helped deliver over 6,000 successful projects in over 50 countries. It's one of the reasons why ServiceNow scores so highly for "ability to execute" in the Gartner Magic Quadrant for IT Service Management Tools.<sup>5</sup>

<sup>5</sup> <https://www.servicenow.com/lpayr/gartner-mq-itsm.html>

## The ServiceNow operating model



## An example implementation

The Now Platform® is at the heart of every ServiceNow implementation. With it, you'll get a consolidated cloud service platform, complete with integrated applications and all platform innovations—such as embedded artificial intelligence (AI)—available for all processes.

The goal is to implement the required best practice processes as close to out-of-the-box as possible. They're standardized and simplified, delivering a better user experience, the ability to innovate, and smooth upgrades. Importantly, there's consolidated reporting from the service platform and its single record of truth. This leads to a better solution for your organization as well as quicker deployment and time to value.

What your implementation looks like will depend on your organization's wants and needs. For example, a first phase might deliver:

- Core (Foundation) data, Active Directory (LDAP) integration, single sign-on, and email gateway
- Incident Management
- Problem Management
- Change Management
- Release Management
- Configuration Management and configuration management database (CMDB)
- Request and Service Catalog for internal service providers
- Service Portal
- Relevant integrations
- CMDB enrichment with ServiceNow Discovery
- Operations Management with Event Management





A large pharma company with a committed project team, rapid development from a US and UK dev team, and four ServiceNow partners delivered the full ITSM suite and ITOM globally, in over 10 languages, in just 17 weeks.

Then phase two will continue with:

- Mobile access to application capabilities for both process users and the employees they serve
- Access to platform-delivered virtual agents and machine learning capabilities across applications and specific use cases
- Knowledge Management
- Hardware and Software Asset Management
- Service Catalog including end user portal
- Reporting – Performance Analytics dashboards
- More CMDB enrichment with ServiceNow Discovery
- Additional integrations

The above is, of course, simply an example—the scope and delivery schedule would be tailored to your organization.

### **Next steps**

If your tool has ceased being a solution and started being a problem, now is the time to make the leap to modern, streamlined ITSM. And while it's no small feat, it's totally doable—and critically necessary.

Our implementation experts have successfully moved thousands of customers from their unwanted, friction-filled legacy ITSM tools to a modern solution where better user experiences, higher employee productivity levels, and the opportunity for innovation are front and center. It's what ServiceNow was created for.

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[LEARN MORE](#)

### About ServiceNow

ServiceNow (NYSE: NOW) is the fastest-growing enterprise cloud software company in the world above \$1 billion. Founded in 2004 with the goal of making work easier for people, ServiceNow is making the world of work, work better for people. Our cloud-based platform and solutions deliver digital workflows that create great experiences and unlock productivity to approximately 5,400 enterprise customers worldwide, including almost 75% of the Fortune 500. For more information, visit [www.servicenow.com](http://www.servicenow.com).