ServiceNow Shared Service - Strategic Plan
FY 2016 - FY 2019

The ServiceNow Shared Service recognized the potential for benefit from a framework to plan, create, assess, balance, and communicate a new strategic plan to guide the shared service toward the vision of its leadership team. An executive steering committee from the Sponsor Steering Committee adopted a Strategic Planning method that included a Strength’s – Weaknesses – Opportunities – Threats (SWOT) analysis, design of prioritized initiatives, and revision for the overall mission and vision of the shared service.

As part of the planning process input and feedback was gathered from many sources. A survey was generated to the Texas A&M University System (TAMUS) community via recognized information technology groups. This information was used to offer awareness and insight into the SWOT analysis activity. These activities were segmented into executive leaders and IT leaders, with 28 participants in the sessions. This experience informed the development of themed workshops that were used to guide prioritized outcomes.

The ServiceNow Shared Service includes three core themes, spread across multiple sub-topics. Each theme has supporting objectives and initiatives within the document. The strategic plan will leverage a prioritized roadmap for service deployment and innovative utilization strategies developed separately.

**Strategic Plan Themes**
- Funding and Program Management
- Business Process, Application Development, and Continual Service Improvement
- Marketing and Communication

An overarching consideration for these themes is the mission and guiding principles of the shared service.

**Vision**
To become the service management solution of choice for the TAMUS.

**Mission**
To provide a shared service that all service providers across TAMUS can adopt, which will bring new capabilities through innovative and improved services.

**Guiding Principles**

1. Build a service management platform that provides the foundation for collaboration and efficiency across business units.
2. Shared Service members participate in process development and improvement activities.
3. Offer a service management platform to provide collaboration and cost-sharing opportunities across multiple business units.
4. IT organizations will model the modernization and transformation of service management across the TAMU system.
Theme: Funding and Program Management

Objective: Develop an assessment model that is based on license type and usage to ensure equitable recovery for management and development resources.

Initiative 1: Design, document, and communicate a model that funds management and development resources. The model will contain a scenario that leverages centralized funding and another scenario that singularly assesses platform members. The design will consider benchmarking against other higher education shared service models.

Initiative 2: Promote a strategy for seeking centralized funding for all or a portion of the management and development resources, using professional advocacy methods with executive leaders.

Initiative 3: Consolidate the billing process away from segmented billing with the vendor, to a centralized billing method to promote ease of use and support of the future funding model.

Initiative 4: Re-negotiate the ServiceNow contract to include the “SN Express” or similar license type to promote adoption by IT units limited in size and scope. The contract should maintain or reduce license rates, while expanding services outlined in the strategic roadmap.

Objective: Dynamically change the program, administration, and development resources model to include new positions and re-positioning of existing roles.

Initiative 1: Finalize the examination of job duties across dedicated program, administration, and development resources. The examination will also include non-dedicated resources across process teams.

Initiative 2: Advance the current resource diversity by including new roles (demand manager and business process architect), revised roles (program manager, platform architect, communication coordinator, training coordinator), and re-positioned roles (developers, administrators, process owners, process team participants).

Objective: Position the platform toward consolidated and prioritized development through a demand management process.

Initiative 1: Design, document, and communicate a new demand management model governed by the Sponsor Steering Committee (SSC) and incorporated into SSC meetings and communication methods.

Initiative 2: Using the demand model, prioritize demand to promote increased speed to application delivery, utilizing cost/benefit analysis and value proposition activities when setting direction during strategic demand activities.

Initiative 3: Create policy standards for demand management decisions, including governance (input and decision-making) for the demand management process.
Initiative 4: Establish frequent and proactive communications for guiding program, development, administration, and process teams through the demand management process.


Objective: Implement business process analysis and management activities to promote good IT service management practices throughout the platform.

Initiative 1: Train, integrate, and adopt Lean IT process management principals in conjunction with ITIL to standardize business process management.

Initiative 2: Acquire and equip a business process architect available for the shared service. This role will support the analysis and design of business process across multiple business units, seeking commonality and good practice as the results. The role will ensure adherence to core processes through demonstrable performance indicators, and ensure process documentation is generated for services.

Initiative 3: Establish procedures and standards for process management when deploying new or revised applications or suites, integrated with the demand management process, and coupled with the system development lifecycle.

Objective: Promote development and administration activity that offers a balanced workload and improved customer experience.

Initiative 1: Develop a consistent project management practice for new or revised application suites with a clearly defined scope to ensure clear points where projects are considered to be “complete.”

Initiative 2: Promote knowledge transfer among development and administration members through consistent documentation and communication activities.

Initiative 3: Solidify access management for administrators and developers through granular access structures and provisioning throughout the platform.

Initiative 4: Connect the development of stories in the SDLC process to the demand management process, ensuring that all stories are associated with strategic priorities form the SSC.

Initiative 5: Evaluate a test management solution for the promotion of quality practices across the platform and in the release of applications.

Initiative 6: Analyze and consider a resource model for dedicated resourcing for each business unit or per application.

Objective: Apply the benefits of a continual service improvement approach to existing shared service processes and applications.
Initiative 1: Establish standard operating procedures, documentation, and re-conduct training for select processes and applications.

Initiative 2: Complete the self-service knowledgebase through application maturity that includes knowledge templates, guidelines for utilization, and business unit-based practices.

Initiative 3: Provide recurring training in ITIL and Lean IT methodologies through online and traditional training methodologies.

Initiative 4: Define “universal business process” workflows within existing applications that form the standard for key business process, document the process, communicate to platform members, and reference during process decision-making activities.

**Theme: Marketing and Communication**

**Objective: Increase effectiveness through internal communication within the shared service teams.**

Initiative 1: Improve user adoption of new or revised applications through release packages that include training, communication, demonstrations, documentation, quick-start guides, and use cases for utilizing the application.

Initiative 2: Develop an explanatory release log that is less technical and more feature focused to assist new customers during onboarding and those who choose to use an application after the release.

Initiative 3: Establish a developer centric forum to support developers, process consistency, and communication among developers and administrators.

Initiative 4: Promote a process to inform Help Desks across business units during application releases and changes for ensuring support readiness.

**Objective: Promote the adoption of ServiceNow across TAMUS through external marketing efforts.**

Initiative 1: Mature commonly needed applications to promote utilization and onboarding.

Initiative 2: Identify “clusters” of services that marketing and communication can leverage using specific business-cases, highlighting the benefit of connected applications and features.

Initiative 3: Improve the user-interface options to allow for adoption by less technical personnel who need to utilize the application rapidly.

Initiative 4: Integrate the demand management process managed by the SSC to contain marketing and communication related influence to ensure periodic promotion efforts.
Objective: Significantly change communication between the Sponsor Steering Committee and internal teams.

Initiative 1: Create a “new sponsor orientation” program to assist new sponsors when onboarding so that participation within the SSC is improved.

Initiative 2: Ensure that the SSC is providing process scope and guidance at the beginning of development efforts to aid the process teams in managing scope.

Initiative 3: Develop incentives for encouraging sponsors to actively participate and guide the demand management process.

Initiative 4: Promote two-way, regular communication between the SSC and process, program, and development team members.