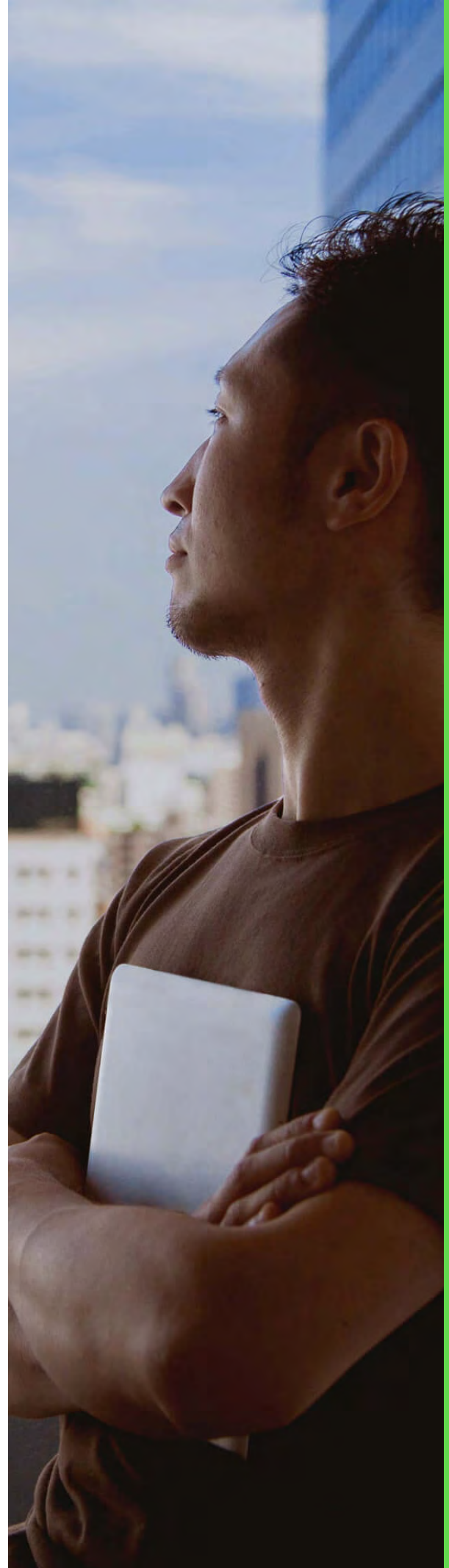


# Transform digital operations

ServiceNow helps drive successful business outcomes with Strategic Portfolio Management



## Continuous disruption is the new norm

As a business or strategy leader, you must ensure your organization is stronger, better, and safer—but there are headwinds of change. While change isn't a new obstacle—it's something you deal with every day—the nature of change itself has, well, changed. Over the last few years, the variety, level, and pace of change has intensified, resulting in a continuous state of disruption.

Continuous disruption has become the new norm for business and strategy leaders across many industries. Even if you are championing the most advanced digital transformation initiatives, you may find it difficult to keep pace, feeling pressure to alleviate the strain while aligning and growing the business. The ability to continually and effectively change will be key to business survival and future prosperity.

Aligning strategy, planning, and delivery has never been easy. But failure to reconcile these fundamental business processes in today's competitive environment can pose huge threats to the organization and result in high misalignment costs, such as:

- Wasted time and spend
- Ineffective use of resources
- Missed opportunities to innovate
- Increased vulnerability to disruption
- Delayed delivery
- Failure to optimize value

To eliminate these risks, business and strategy leaders must find new ways to adapt to emerging threats and combat difficulties while pivoting strategy and delivering value. ServiceNow helps business and strategy leaders succeed with features such as strategic and continuous planning, allowing organizations to perform at a higher level while outmaneuvering continuous disruption.



# 88%

of executives think their customers are changing faster than their business can keep up

Source: Accenture, ["The human paradox: From customer centricity to life centricity,"](#) July 26, 2022

## Empower your organization with Strategic Portfolio Management

To be a stronger, better, and safer organization, you must adapt when experiencing change. ServiceNow® Strategic Portfolio Management (SPM) helps organizations flex with change and continuous disruption by aligning business strategy to work on a single platform.

While not a new concept, SPM differs from more traditional approaches, such as project portfolio management (PPM), by identifying and consolidating related areas. Business and strategy leaders are empowered to plan, align, build scenarios, and then realign to change at a faster pace than with other digital investments.

Because markets are volatile, uncertain, complex, and ambiguous (VUCA), disruption becomes an inevitable part of every business—and plans to minimize or eliminate that disruption can change at the drop of a hat. What sets strong and successful organizations apart is the ability to quickly identify and respond to change with agility while streamlining and accelerating value.

With ServiceNow SPM, business and strategy leaders can focus on the right things at the right times to achieve the right results. SPM enables organizations to strategize, align, and deliver value across the enterprise—helping them say “yes” to digital transformation by minimizing disruption and high misalignment costs.

Read on to learn how SPM can help your organization overcome common misalignment costs and to explore success stories from customers who already have said “yes” to a stronger, better, and safer organization with ServiceNow.



# 70%

of digital investments by 2025 will fail to deliver expected business outcomes without a strategic portfolio management approach

Source: Gartner Research, [“Critical capabilities for strategic portfolio management,”](#) April 20, 2022

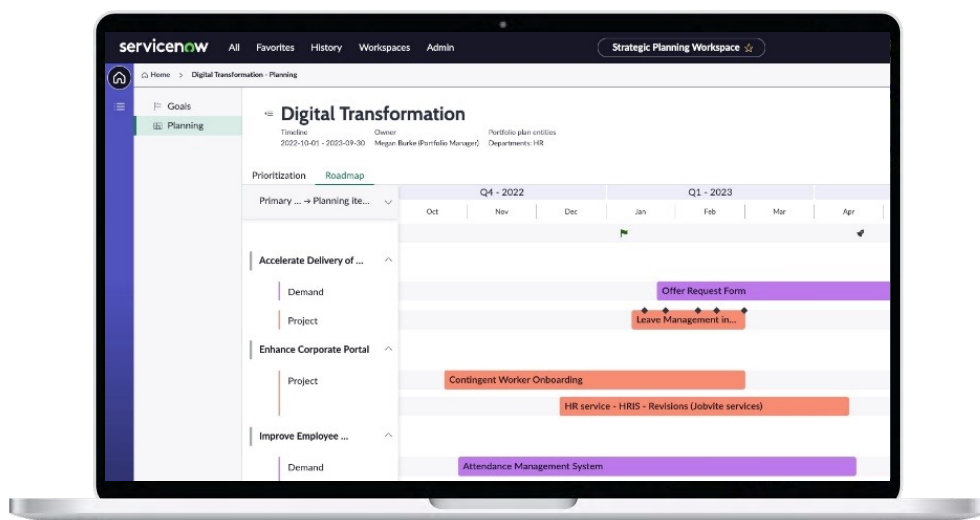
# Effectively consolidate all intake to better manage people, processes, and work to reduce wasted time and spend

## Challenge: Ineffective use of resources creates wasted time and spend across the enterprise

Organizations struggle to get a unified view of people and processes when using differing, nonintegrated solutions. This makes work more difficult to manage and creates a disconnect between internal and external stakeholders. The lack of unification often creates an ineffective use of resources—resulting in unnecessary wasted time and spend, which is compounded as organizations begin to manage larger and more diverse workforces tasked with more complex problems.

## Solution

Organizations need a single place to collect, evaluate, prioritize, and deliver work. ServiceNow SPM consolidates work into one place, so organizations gain complete visibility into every element of the workflow—including investment funding, prioritization, and governance. Your organization can achieve a shared understanding of shifting stakeholder needs while delivering work on time and on budget. SPM helps business and strategy leaders stay on track by effectively identifying and utilizing essential resources to reduce and eliminate wasted time and spend at every stage of work.



*Respond quickly and decisively when changes are needed by ensuring investments reflect organizational strategies.*

# \$1.7M+

annual savings by  
automating and  
streamlining processes

Source: ServiceNow, [Premise Health adopts Strategic Portfolio Management](#)

## Raymond James connects IT projects to business priorities

Raymond James is a multinational independent investment bank and financial services company. It has more than 8,400 financial advisors working in the United States, Canada, and internationally and manages over \$1.18 trillion in client assets.

Raymond James wanted to better align IT work with its business by consolidating and streamlining IT systems and processes to improve oversight, management, and resourcing of global IT projects. ServiceNow SPM helped Raymond James implement an enterprisewide system, making services and data available through a unified, easy-to-use portal. Now the organization effectively manages the planning and executing of strategic and operational work from a single platform—with improved resourcing and costing.

### Benefits:

1. Improved transparency leading to a better-prioritized portfolio
2. Faster resource planning and better decision-making
3. Greater alignment between IT teams and business goals

[Read Success Story](#)



“

With ServiceNow, we have so many capabilities we didn't have before. The net result is we're not just supporting the business of IT anymore—we're supporting the business of Raymond James.”

### Sue Desiderio

Director of Service Enablement, Raymond James

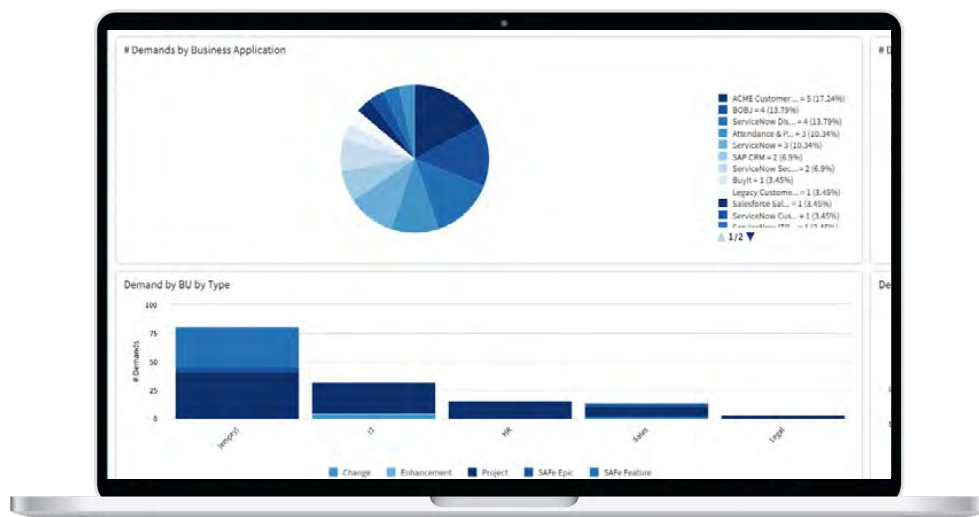
# Continuously align work to larger organizational goals and strategies to effectively minimize disruption

## Challenge: Strategic misalignment increases vulnerability to disruption and creates a lack of innovation across the enterprise

To survive and thrive in the face of continuous disruption, business and strategy leaders must rapidly adapt to change while maintaining alignment with broader strategic initiatives. But without the proper tools in place, such as centralized data and reporting, leaders may find this impossible. Strategic misalignment complicates effectively measuring and managing change—increasing vulnerability to disruption while paralyzing innovation initiatives across the enterprise. This is especially true when work is managed using different methodologies, such as traditional, Agile, or hybrid.

## Solution

To effectively combat disruption, business and strategy leaders must swiftly and decisively respond to change without compromising alignment to broader strategic initiatives and innovation efforts. With ServiceNow SPM, teams gain a unified view of all demand work using centralized data. They can quickly track key initiatives—no matter how work is delivered—and dependencies across the organization. Leaders are empowered to identify, prioritize, align, and realign strategy around shifting priorities and increased disruption, allowing for greater innovation. The strong delivery backbone of SPM enables business and strategy leaders to ensure plans are always executed as efficiently as possible.



The Demand Management Dashboard provides visibility into relative priorities and the supply and demand of resources based on prioritized work, so planners can determine how to achieve desired business outcomes.

# ≤90%

of all organizations fail to execute their business strategy

Source: Business 2 Community, [“90% of business strategies fail due to poor execution,”](#) September 5, 2022

## Western & Southern aligns IT investment with business strategy

With a 130-year heritage in the financial services industry, Western & Southern supports the financial stability of over 5.3 million customers through its more than 3,800 associates.

Western & Southern wanted to replace its disparate IT business management platform, hoping to better support a process for maturing business-aligned portfolios with full financial transparency. By aligning IT investments with business needs using ServiceNow SPM, Western & Southern was able to drive revenue and increase operational efficiency while remaining in alignment with shifting strategic business priorities—all without sacrificing organizationwide innovation efforts.

### Benefits:

1. 90% of work delivered on time and on budget to achieve strategic outcomes
2. 90% of demand aligned to strategic business priorities
3. 32% increase in work dedicated to growing the business due to greater visibility of IT demand

[Read Success Story](#)

“

ServiceNow handles the full project portfolio lifecycle, from initial ideation to final delivery, which means we make better decisions and execute more effectively.”

**Lisa White**

IT Portfolio Analyst, Western & Southern Financial Group



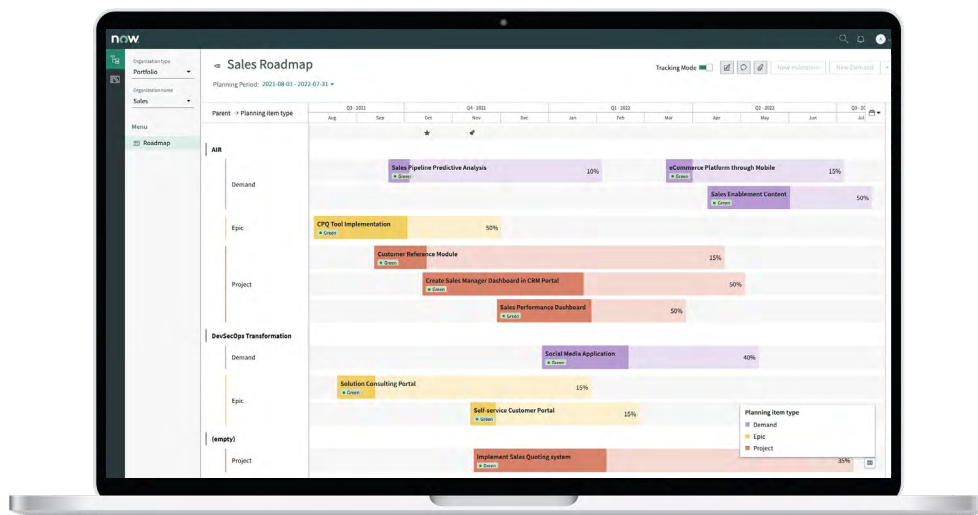
# Expertly accelerate the flow of value to improve business delivery and operational efficiency

## Challenge: Delayed delivery and reduced operational efficiency result in loss of value across the enterprise

To maximize efficiency and deliver work at scale, organizations must empower teams to track, manage, and execute work using whatever methodology is most effective. Failure to track and manage work across different approaches often creates reduced operational efficiency due to a lack of visibility, poor decision-making, and delayed delivery. To succeed, organizations must shape an environment where all functions, departments, and individuals can smoothly adapt to change while minimizing disruption and optimizing performance.

## Solution

To benefit customers, organizations need to streamline and manage work to improve business agility. ServiceNow SPM helps organizations close the gap between strategy and delivery to accelerate value with strategic enterprisewide planning—so all functions, departments, and individuals choose how they want to work in an agile enterprise environment. With the integrated technology infrastructure in SPM, business and strategy leaders can decrease disruption, boost overall operational efficiency, improve delivery times, and increase the flow of value across the enterprise—empowering teams and enabling strategic changes to be incorporated at any time.



Enable multiple Agile teams to work collaboratively and accomplish common outcomes. Deliver Agile, traditional, and hybrid work more effectively to achieve strategic goals.

# 95%

of organizations use two or more team tools for managing projects, but successful teams integrate different methodologies and data structures

Source: Paymo, ["95% of project managers still use two or more tools for managing projects,"](#) December 6, 2022



## T-Systems elevates project management excellence

T-Systems is the IT services arm of German telecommunications giant Deutsche Telekom. It provides production and supply chain services to companies operating worldwide, with more than 29,000 employees supporting annual revenues of €4.2 billion.

T-Systems wanted to provide IT service delivery managers with all the relevant information to make contextual business decisions to improve the efficiency of work being delivered. With ServiceNow SPM, T-Systems was able to close the gap between project managers and IT service and operations to seamlessly integrate project delivery and improve overall operational efficiency.

### Benefits:

1. 20–50% reduction in PMO support
2. €2.5M estimated in efficiency gains
3. 32% of work done in Agile and hybrid project management

[Read Success Story](#)



“

There are vast automation and efficiency drivers when you bring IT service management and project management together. Collaboration between service and project managers is a huge driver for speeding up project delivery and time to market.”

### Christian Dietrich

Vice President Global  
Project Services, T-Systems

## Transform your business with ServiceNow

To ensure your organization is stronger, better, and safer than the rest, business and strategy leaders must champion solutions that allow them to be adaptive to change and agile in the face of continuous disruption. The powerful Strategic Portfolio Management solution from ServiceNow helps leaders like you stay ahead of the competition by building organizationwide agility and alignment—delivering more value by orienting work to strategy while driving digital transformation efforts.

Learn more about how ServiceNow Strategic Portfolio Management can help your organization achieve digital transformation by turning change into a competitive advantage.

[Download the SPM Solution Brief](#)



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ServiceNow (NYSE: NOW) makes the world work better for everyone. Our cloud based platform and solutions help digitize and unify organizations so that they can find smarter, faster, better ways to make work flow. So employees and customers can be more connected, more innovative, and more agile. And we can all create the future we imagine. The world works with ServiceNow™. For more information, visit: [www.servicenow.com](http://www.servicenow.com).

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