

# Practical Digital Transformation for the PMO

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66% of companies implementing digital transformation projects expect to generate more revenue

39% expect to see their costs reduced through the adoption of digital technologies

\* Gartner Research

- Digital Transformation at ServiceNow
  - Imperatives
  - Maturity levels
- A practical methodology
  - Roles and Responsibilities
  - Assessing and improving digital maturity
  - Mapping out the journey
  - Execution
  - Value realization
- Top takeaways

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Digital Transformation means transformation that is enabled by technologies and unlocks productivity by improving the way we work.



With Digital Transformation, we gain a holistic view of the processes in our organization. You can not “transform” without keeping the big picture strategy in mind.



In digital transformation, digital is optional, transformation is a must.

# Digital transformation imperatives



**Velocity**



**Experience**



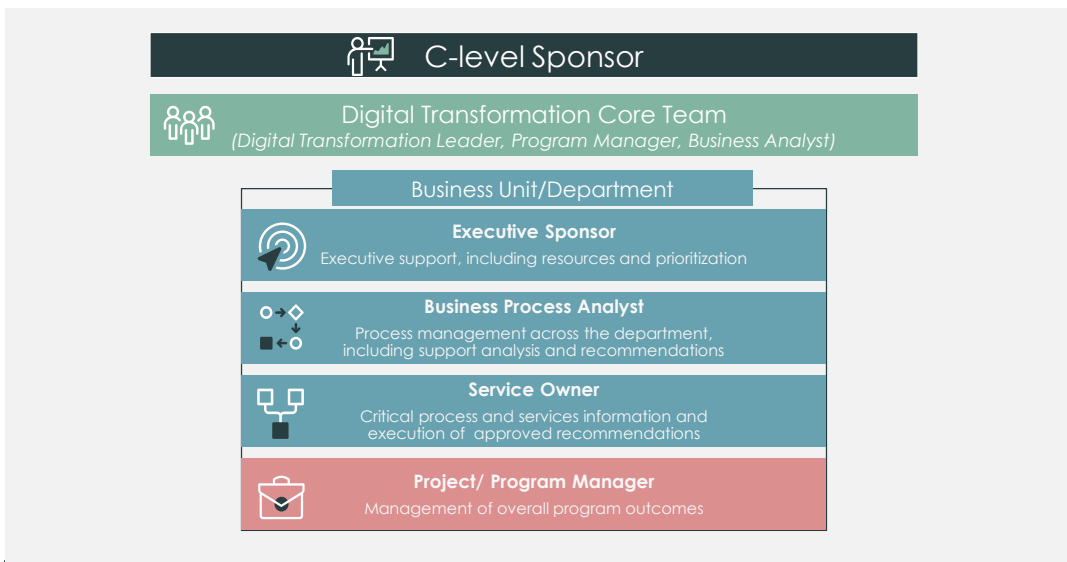
**Intelligence**



**People**



## Roles & responsibilities



## Roles and Responsibilities of a Project/ Program Manager leading Digital Transformation



Manage overall program outcomes



Responsible for consolidating digital scores for entire business unit



Develop detailed program execution plan and manage implementation processes including budget management, resource allocation, progress tracking, documentation and on-time delivery



Identify risks and mitigation paths for overall program



Provides overall communication and interface cross-functionally with Digital Transformation Office and members of business unit

## Digital Transformation Framework

Practical Application – HR Case

# How do you apply Digital Transformation framework?

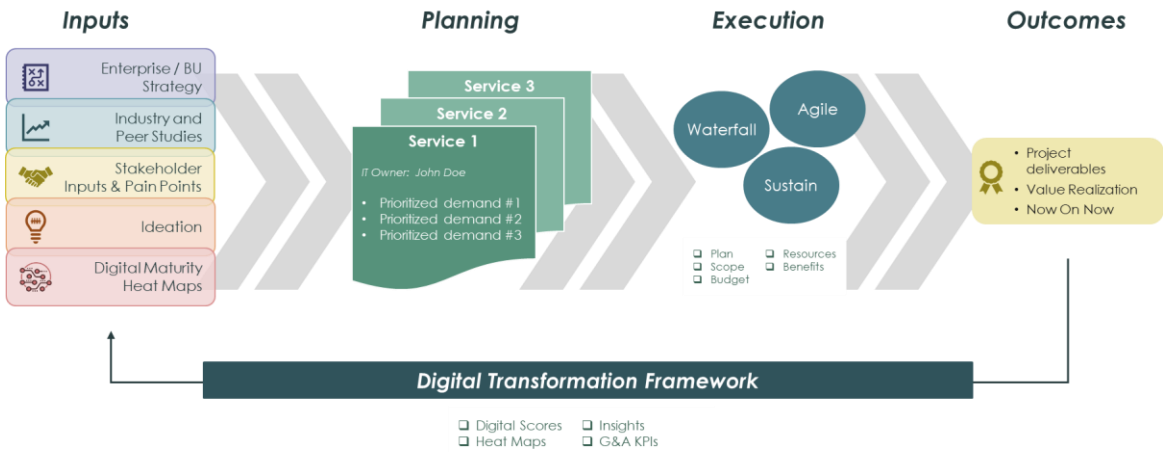


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## Execution model

Putting Digital Transformation into practice

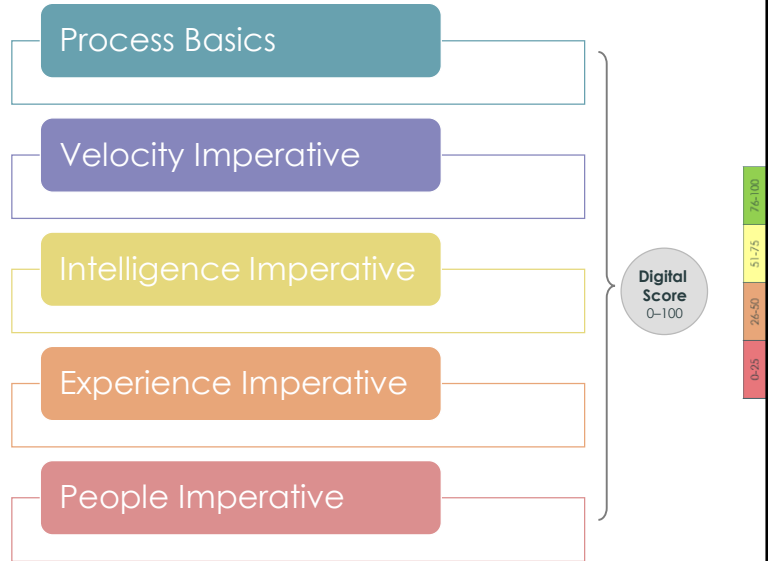


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# Assess process digital maturity



## Digital heat maps reflect overall health



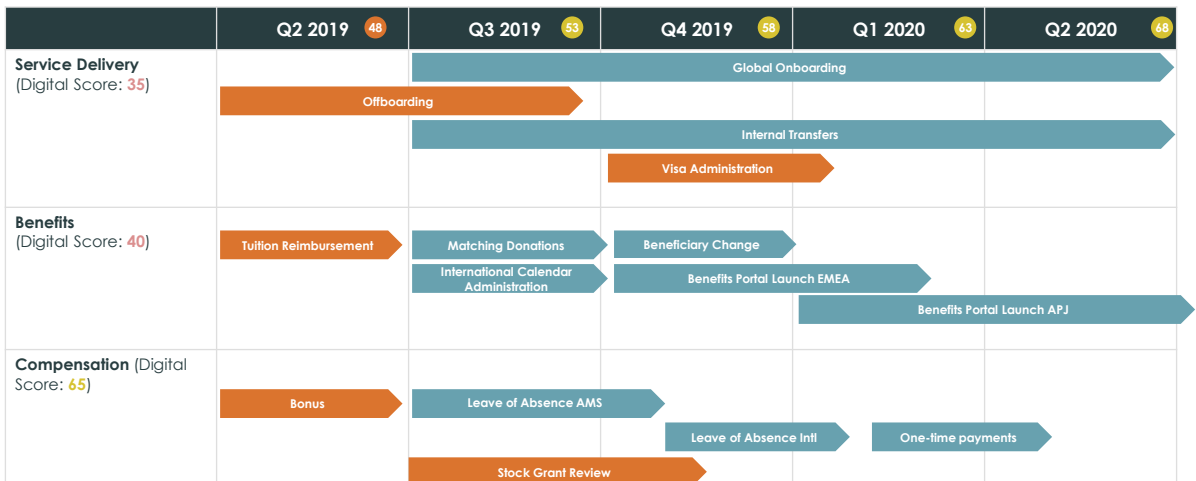
# Prescriptive recommendations to improve digital health

Digital Tx imperative	Recommendation type	# of processes identified
Velocity	Attain Level 3 process maturity. Design and document your process, including data and governance.	48
	Migrate to digital platforms.	13
	Streamline or automate via workflows, orchestration, or self-service.	35
Intelligence	Build basic, rear-view reports.	13
	Build forward-looking or predictive KPIs, insights, or recommendations.	22
	Build business rules, algorithms, and other machine learning capabilities to automate manual decisions.	32
Experience	Publish your services to users via catalogs or intake forms.	34
	Design and implement a mobile app experience.	41
	Define and configure personas within digital platforms to automate personalized experiences.	30
	Develop and execute user experience scoring.	46
People	Formulate a formal resource planning exercise within the organization	12
	Design training and development programs for resources to match the skill gaps	6
	Rollout change management initiatives to drive adoption	2



## From Recommendations to Roadmap

Roadmaps help PMO with prioritization of projects



A journey from digital score to realized value

Process Basics				Velocity	Intelligence	Experience	Digitization Score
#	Service	Process	Process				
Before	Global Mobility	Business Travel Letter Request	60	8	0	0	9
After	Global Mobility	Business Travel Letter Request	60	60	33	100	64

**105 hours saved per year**  
 7.4 minutes saved per letter x 850 letters per year  
 Number of process steps reduced by 65%



### Example Digital KPIs – HR

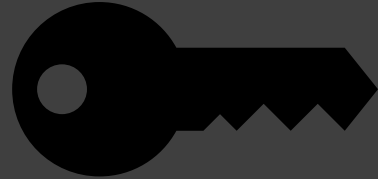
Metrics	Target	FY17	FY18	FY19
<b>Cost</b>				
1. HR spend as % of Revenue	1.29%	0.96%	1.3%	1.5%
<b>Velocity</b>				
1. Average / Median time to fill	3 days	4 days	3 days	2.5 days
2. Average Time to close HR Cases	5 days	7 days	5.5 days	5 days
3. Annual Comp Review cycle time	1 month	6 months	3 months	2 months
4. % of automated HR Service Requests	68%	64%	68%	72%
<b>Experience</b>				
1. Onboarding satisfaction	> 85%	83%	86%	86%





## Keys to success as a Program manager for Digital Transformation

- Managing up, across and down
- Regular program cadence with internal stakeholders that includes project updates and their impact on processes and digitization
- Quarterly readouts for leadership to share the impact of digitization for each focus area and report out value and benefits realized



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Digital transformation should be in the DNA of every project that you work on



It's not a one off. It should be ingrained into everything you do



Flexibility is essential to get stakeholders buy-in and maximize value realized



Executive sponsorship is critical



Consistency is important

## Top Takeaways

1

Digital transformation is a journey, and a framework serves as your map.

2

Look wide across the enterprise, and deep within the functions.

3

Measure your progress at different levels. Celebrate your wins.

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Thank you

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