IT LEADER GUIDE

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Partner

Elite

Build. Nurture. Drive.

A practical guide to automating away IT drudgery, energizing new ideas, and driving digital-first business growth

When IT can work on what's next, the world works.

Technology shouldn't get in the way of innovation

Sounds obvious. But for many organizations, they are so busy keeping things working as they are—with outdated, legacy systems and cobbled together processes—they don't have time to focus on how things should be. The next pages will explore what "should" be and how you can get there.

How to use this guide and become a changemaker

To help you consider your own situation, opportunities, and next steps, we've looked at the top four business imperatives driving technology organizations in enterprise companies over the next couple of years. But those key imperatives don't exist in isolation. Each is propelled by a combination of three essential objectives: Connections for foundational strength, nurturing of people and creating the best experiences, and continuous, game-changing innovation. It's only when you correlate the imperatives and the objectives that you can understand the total benefits that your actions can bring. Read on and learn how, plus see real-world examples from companies the world over.

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The four imperatives driving technology change:

1. **Automating and optimizing service operations.** Reimagining seamless, always-on technology services no matter what comes your way.

2. **Accelerating software transformation.** Fast-tracking software innovation across the enterprise through the at-scale adoption of leading-edge architectures and delivery practices.

3. **Transforming security operations.** Automating critical collaboration between IT, security and risk teams on data and processes, enabling them to scale faster and remediate threats— quickly and effectively.

4. **Reducing software, hardware, and cloud costs.** Systematically managing the complete technology asset lifecycle to reduce costs and mitigate asset risk.

The three strategic needs influencing those imperatives:

Build a modern CONNECTED foundation and reinvest

Instantly transform the ways your teams deliver, improve, and optimize value; see that value grow and scale across the entire organization with every core IT and security task the teams manage.

Put PEOPLE FIRST by creating the best experiences

Deliver exceptional experiences for your employees and customers while also creating a desirable place for fulfilling, innovative tech careers; develop, train, and enable your employees to focus on the work that brings infinite value to the business.

Drive INNOVATION (the future of your business) through better technology

Perpetually drive digital growth by empowering your entire function to securely bring the future of technology to the future of the company.

Now let's see how they energize each other.

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Patchwork quilts are for beds, not IT departments.

Challenge: Overtaxed, uncoordinated, slow-to-respond technology service operations

Consider your current technology stack. What are the oldest solutions? The newest? Are they synced or more like "cobwebs held together by Band-Aids?" What does that lack of cohesion mean for your people and process? How much of your day-to-day requires tedious and error-prone manual work? Now's the time to break down barriers and reimagine seamless, always on technology. Not only can this improve current output, but better prepare you for any new surprises.

Do any of these problems sound familiar?

- **Demands on your tech** are outpacing what's installed and the people you have

- **Employees and customers** encounter negative experiences with services

- **Services must always be available**

- **Budgets can't support demand**

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Challenge, meet solution

How do you remove unnecessary friction and costs created by silos, deliver great employee service experiences, and enable the organization to invest in innovation? And how do you allow IT to become an enabler of technology and best practices across the enterprise while maintaining governance?

Answering the connection need:

- **Expand technology services while reducing investment:** Enable your organization to consolidate multiple tool sets and administrative overhead by delivering all the capabilities that technology services and operations need to scale and improve their services on one platform.

- **Drive technology best practices with optimized and efficient processes:** Reduce risk and improve productivity across the organization through leading-edge approaches to managing security operations vendors, your digital apps portfolio, hardware, cloud governance, workforce demands, and continuous improvement processes.

- **Centralize services and operations for visibility on a unified cloud platform:** Break down silos and predict, prevent and automate IT issues to accelerate service delivery, improve service quality, and increase efficiency.

Answering the people need:

- **Deliver extraordinary employee experiences, resiliency, and productivity:** Company-wide, you can improve satisfaction and productivity by offering employees a unified catalog of services, so they can easily get the help, or request technology services and equipment, they need. Leverage AI and automation to help services teams deliver on requests, resolve/prevent issues, and troubleshoot problems faster.

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Build it and they will come.
Yeah, right.

Challenge: Your team's output needs to drive more and more revenue

Cost center or revenue generator? Necessary evil or critical for growth? As organizations build and scale consumer-facing and direct-to-consumer applications, the performance of those systems is critical to the success of the business. You can help drive new revenue streams, optimize customer app experiences, and increase developer velocity. How? Through the at-scale adoption of leading-edge architectures and delivery practices that accelerate software innovation across the enterprise.

Do any of these problems sound familiar?

- **End-user expectations** are higher than what your teams can deliver

- **You lack insight** into end-to-end performance of applications and hardware

- **Fragmented tooling** and tool sprawl reduce developer velocity and oversight

- **You struggle to anticipate IT service issues** before they happen

- **You don't have cross-service connectivity or visibility**

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Challenge, meet solution

How do you ensure that revenuegenerating applications can provide a seamless experience between applications and services owned by different teams? And how do you enable developers to innovate, work at high velocity, and deliver exceptional customer experiences?

Answering the connection need:

- **Accelerate digital transformation with cloudnative architectures:** Leverage distributed and cloud native architectures to deliver revenue generating apps faster, at scale, and with better quality.

Answering the people need:

- **Increase developer velocity:** Capture contextual information from service delivery stages to create a culture of resilience—enabling Dev, DevOps, and SRE teams to quickly deliver apps and solve problems.

Answering the innovation need:

- **Innovate quickly and safely:** Leverage insights gleaned from across the value stream to help teams deploy software faster with appropriate guard rails and governance.

- **Optimize customers' experience with your application(s):** Apply observability, automation, and collaboration to give app dev teams the information and processes they need to create great experiences for customers.

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"Didn't see it coming." Worst excuse in the world.

Challenge: Powering logical and effective, always-on, consistently secure operations

Data breaches. Ransomware. Zero-day vulnerabilities. The need to act fast and respond to cyber threats and risks has never been greater. And time is a luxury that security teams don't have. The obvious answer is to transform your organization's security operations and work more closely with IT, so you can respond effectively to the most current threats and risks—despite increasing attack surface complexity, overwhelming threat volumes, and skills shortages.

Do any of these problems sound familiar?

- **You're facing more threat vectors** and increasingly complex environments

- **Security operations and IT teams are still reactive—**buried in security alerts while lacking efficiency and expertise to scale

- **Security operations programs** are driven by labor-intensive workflows and handoffs that make your organization slow to respond to threats and vulnerabilities

- **Finite human talent necessitates** better use of skills, ready access to asset and risk data, cross-functional collaboration, and process automation

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Challenge, meet solution

How do you ensure security operations and IT teams can be proactive, scale efficiently, streamline processes, and quickly and effectively prioritize—and resolve—threats or vulnerabilities as the attack surface expands?

Answering the connection need:

- **Systematically harden the digital attack surface:** Optimize and integrate workflows and automation that unites security, risk, IT, and technology asset management. Use AI to assign mitigations and remediations to the right teams for quick and effective responses.

Answering the people need:

- **Optimize and orchestrate enterprise security operations:** Use best-practice playbooks that enhance investigations, decisions, and actions. Scale resources with security orchestration, automation, and response (SOAR) to reduce team errors, friction, and tedium. Unite security operations and IT teams for easier management of critical incidents and vulnerabilities.

Answering the innovation need:

- **Respond with agility to minimize impact of evolving cyber threats:** Reduce delays in responding, as well as an attacker's chance of success, with technologies that can trigger throughout the kill chain. Leverage a common data model to prioritize, investigate and mitigate threats across the business faster and optimize processes.

"We'll find some incremental budget" is not the answer.

Challenge: Managing software, hardware, and cloud resources to reduce costs

The way you manage, track, and automate your asset lifecycle dramatically impacts your organization's ability to grow and react. Your goal should be to gain more visibility and systematically manage the complete technology asset lifecycle to reduce costs, extend the lifespan of assets, and mitigate risks.

Do any of these problems sound familiar?

- **Cost-reduction initiatives** that languish without the right tools to assist you

- **Disconnected tools and manual processes** between departments that make work cumbersome

- **Risks from IT** asset visibility, including software and regulatory compliance, distributed Lead of Business spend, cloud and app sprawl, and lost, stolen, or ghost assets

- **Difficulty tracking all assets** through their lifecycle stages and ensuring their proper disposal without security or environmental risks

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Challenge, meet solution

How do you meet cost reduction initiatives, avoid IT risks due to lack of visibility, and connect tools and processes across departments?

Answering the connection need:

- **Reduce technology capital expenditures and operating expenses:** Harvest and reallocate under-utilized software, hardware, and cloud services. You can also identify and control shadow IT, and avoid unbudgeted costs from compliance audits, policy obligations, and unmanaged clouds. Plus, set and track budgets and manage less expensive cloud resources with reserved instances.

- **Reduce technology asset risk throughout the business:** Streamline labor costs with ready-to-go, best-practice automation. Gain visibility over all your assets to minimize lost, stolen, and ghost assets, while making more assets available as loaners. And integrate cost context into your planning and delivery decisions.

Answering the innovation need:

- **Automate the full technology lifecycle:** This enables the organization to align its application portfolio, manage hardware refresh cycles, and rationalize legacy apps. You can also leverage software intel to respond to vulnerabilities faster, surface regulatory risk indicators, and remove any restricted installs. When using the right software and hardware allocations, onboarding and offboarding employees is faster, more secure, and an overall better experience for them.

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When modern IT works, the world works.

The world works with ServiceNow.

Example of how to build a strong CONNECTED foundation

Instantly transform the ways teams deliver, improve, and optimize your growing value. Now's the time to ensure every core IT task is handled, with the ability to scale across the entire organization.

With ServiceNow, you can automate manual, repetitive work and reinvest resources into cutting-edge projects. Empower your teams to transform how they work while maintaining security, reliability, and integrity of the infrastructure.

Building a strong IT services and operations foundation will help:

- Increase productivity

- Realize faster time to value

- Increase reliability

- Protect critical data and services

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Accenture drives a positive employee experience with consistent, enterprise–wide IT services

> **"** ServiceNow is our engine for delivering technology-based services to help customers manage their IT more holistically.
>
> —**Karen Odegaard,** Managing Director, Global IT Digital Worker Technology, Accenture

Accenture partnered with ServiceNow to deploy ServiceNow IT Service Management, and within a year it had onboarded HR, finance, legal, and workplace processes as well as IT services.

Today, employees can access support via a single portal, which means they don't have to figure out which department should handle their queries. They can resolve issues quickly, so they can concentrate on their important client work.

> accenture

624k employees

75% of workforce access ServiceNow every month

15 Legacy support portals consolidated into one

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Example of how to put PEOPLE FIRST

Create a desirable place for fulfilling, innovative tech careers by developing, training, and enabling employees to focus on the work that brings infinite value to the business.

Using ServiceNow, embed automation and cross-functional collaboration so teams can balance demands with innovation—all while continuously optimizing productivity and efficiencies.

Creating an environment for employees to thrive will:

- Improve operational excellence

- Mitigate risks

- Improve employee satisfaction and retention

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Finance of America transforms processes with ServiceNow

> **"** I've been working with ServiceNow for 10 years. I knew that with the right people and the right processes we could transform the platform to help us take our business to the next level.
>
> —**Meghan Sander,** Technical Business Analyst, Finance of America

To break down silos across functions, Finance of America decided to take a platform approach to ServiceNow.

With ServiceNow, users can connect to the service desk via the support portal, mobile app, or agent chat to get issues resolved quickly and easily.

Onboarding is streamlined for hundreds of new employees every month, and smarter processes across the organization have improved efficiency.

Customer spotlight

FINANCE *of* **AMERICA**

82% first resolution rate achieved

2.4x Faster request fulfillment than industry average

50% Faster average MTTR than industry average

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Example of how to drive INNOVATION

Create an infinite loop of digital growth by empowering your entire function to bring the future of technology to the future of your company.

Leveraging ServiceNow can optimize services and operations for foundational IT functions through automation and continuous feedback. Empower teams to prioritize work and proactively create digital offerings that fuel the digital business.

Bringing the future of technology to your company will help:

- Accelerate time to meaningful results across the organization

- Increase agility

- Drive continuous innovation

- Minimize cybersecurity and compliance risk

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Cox Automotive transforms software consumption visibility

> ❝ It's a cloud-based, agentless, turnkey solution that you can set up in no time, and its integrated workflows are far superior to other platforms. This was the solution we needed for the journey ahead."
>
> —**Sam Morrison,** Software Compliance Manager, Cox Automotive

By customizing just one ServiceNow module to access software data, Cox Automotive moved from zero to more than 70% visibility of its assets, at a normalization rate of 97%—a huge improvement in its strategic position. Having a single, centralized platform enables Cox Automotive to accurately map usage data to its individual businesses and identify areas of optimization such as removing unused licenses. All of this translates to greater oversight and control.

Customer spotlight

COX AUTOMOTIVE™

>70% Of the environment captured so far

97% Of software ownership and consumption data recognized

$150k Savings in the first year

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ServiceNow products make the world work.

Streamline IT service operations

IT Service Management

Deliver resilient IT services on a single cloud platform, boost IT productivity with faster platform-native AI solutions, and serve employees anywhere with always-on IT services.

- **Deliver ITSM on a single platform** by using built-in practices to rapidly consolidate disparate tools to a single system of action in the cloud. Harness your shared data and analytics with the most trusted IT service workflows.

- **Improve IT productivity and boost agent efficiency** with AI-assisted recommendations and automatically assign incidents to the correct resolution team.

- **Shape service experiences for employees anywhere**, with always-on IT services.

- **Automate support for common requests** with virtual agents that understand simple, human language.

- **Achieve new insights and proactively deliver high-quality service at scale.** Gain full visibility into any process, service, or value stream with built-in dashboards and real-time analytics that provide actionable information.

- **Enable employees to find fast self-help** and collaborate across IT, HR, facilities, finance, legal, and other departments—all from a modern mobile app powered by the Now Platform®.

Get more info here.
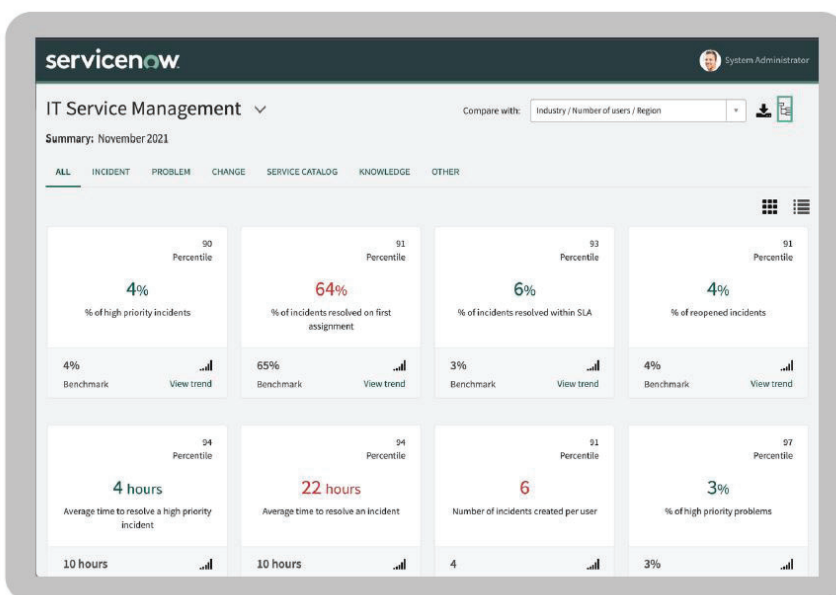
Deliver proactive digital operations

IT Operations Management

Deliver high-performance business services with visibility and Predictive AIOps. Move IT operations from a reactive team to one that works intelligently for the business, gain visibility across infrastructure and apps, maintain service health, and optimize cloud delivery and spend.

- **Discover and map services for your IT resources** across on-premises data centers and cloud.

- **Track and maintain service performance** and predict issues before they ever impact users with Predictive AIOps, moving from reactive problem-solving to a preventive approach.

- **Improve operational efficiency** across—and take control of—multi-cloud environments with self-service governance.

Get more info here.
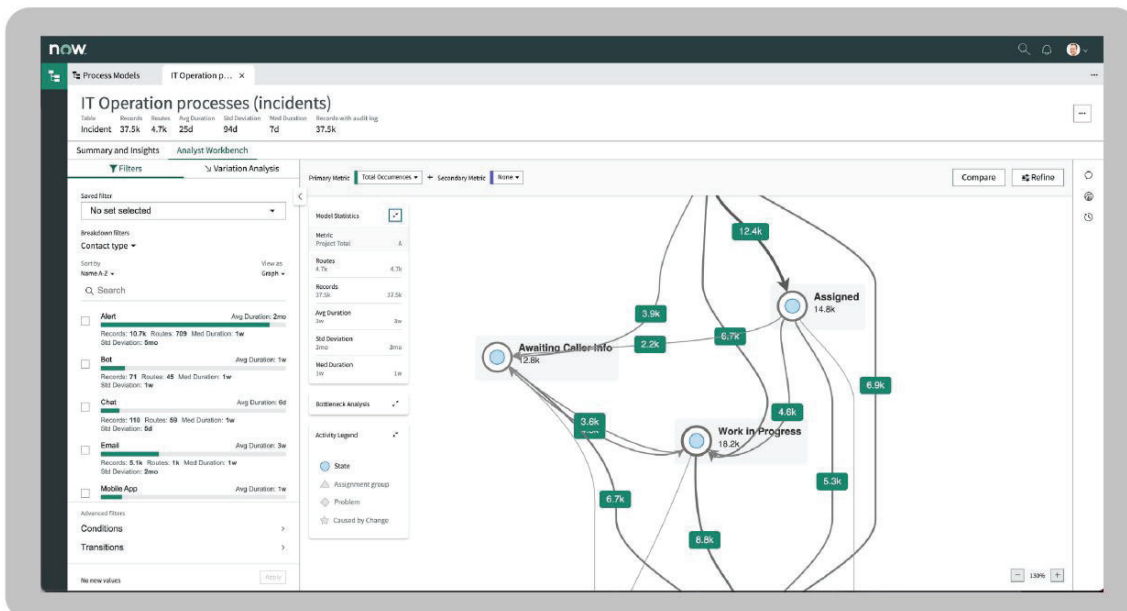
Build cyber resilience

Security Operations

Overcome threats and vulnerabilities with SOAR (security orchestration, automation, and response) and riskbased vulnerability management.

Say hello to a secure digital transformation.

- **Reach operational agility fueling SOAR with context and AI for smart workflows.** Use MITRE ATT&CK to investigate threats and close gaps.

- **Apply risk-based vulnerability management across your infrastructure and applications.** Partner with IT to prioritize and mitigate based on potential business impact.

- **Know your security posture by getting an executive view of key metrics and indicators with role-based dashboards and reporting.** Enhance visibility into your security posture and team performance.

Get more info here.
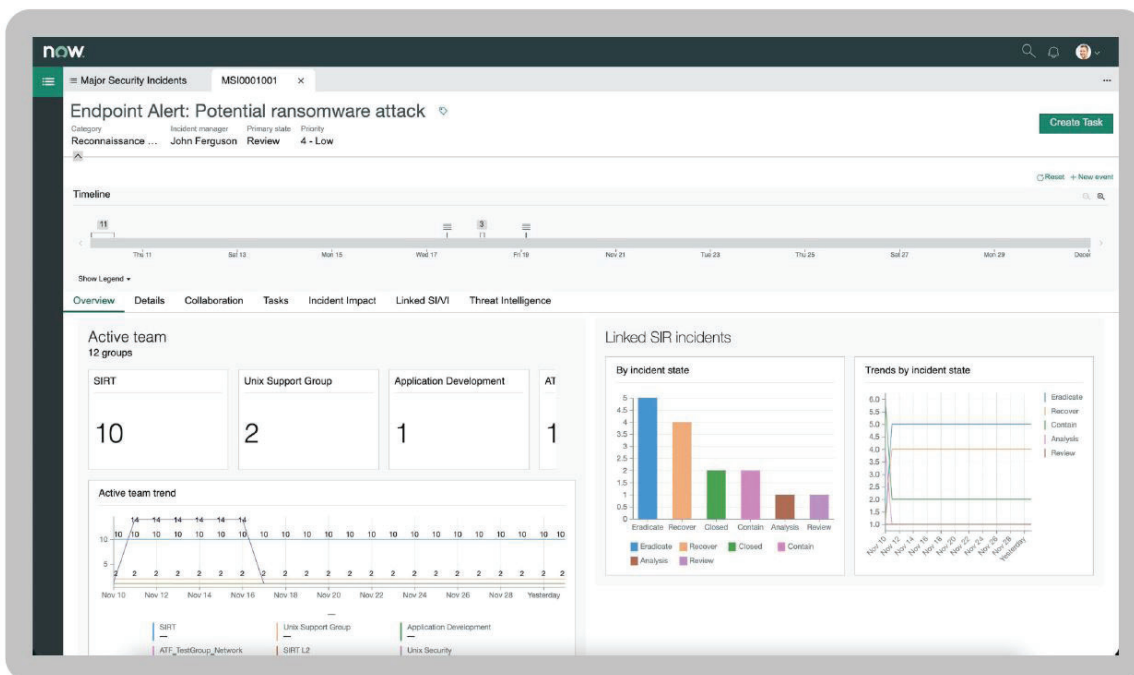
Optimize your IT assets

IT Asset Management

Optimize hardware, software, and cloud costs while reducing risk. Automate workflow action from a native CMDB, the central system of record for IT.

Get to ITAM outcomes faster on the Now Platform.

- **Modernize and automate IT by running ITAM**, where you plan, service, and operate IT—on one platform, one data model, one architecture. Automate asset workflow with Now Platform capabilities.

- **Simplify how work gets done** by connecting information and people with process workflows. Bring teams together for seamless collaboration at each stage of the asset lifecycle, from procurement to retirement.

- **Minimize waste throughout the asset lifecycle** by optimizing software licenses, tracking hardware assets, managing cloud resources, and reducing IT compliance risk.

- **Leverage multiple ways to reduce cloud costs** including right-sizing your cloud resources and running them only when needed. Create cloud resource budgets and easily track monthly spend. Manage reserved instances to benefit from cloud provider discounts and get the most of your cloud budgets.
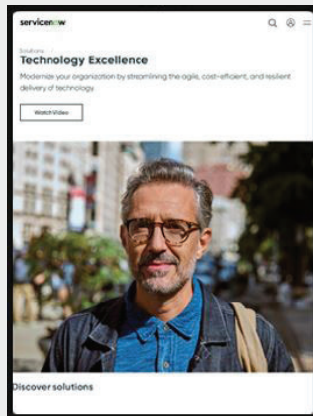
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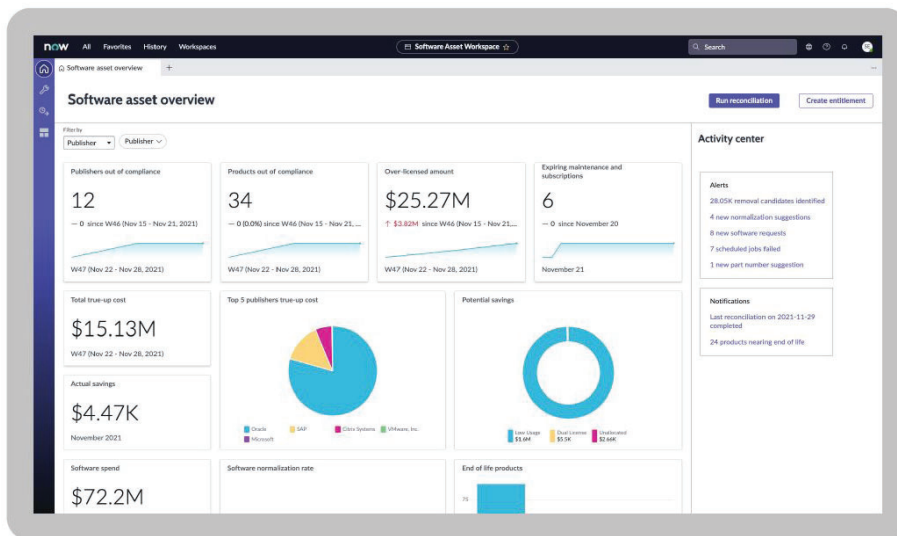
Ready for a deeper exploration of ServiceNow IT service, security and operations solutions?

ServiceNow Technology Excellence

Accelerate digital transformation by streamlining the resilient, cost-efficient, and secure delivery of differentiating technology across internal functions and customerfacing offerings.
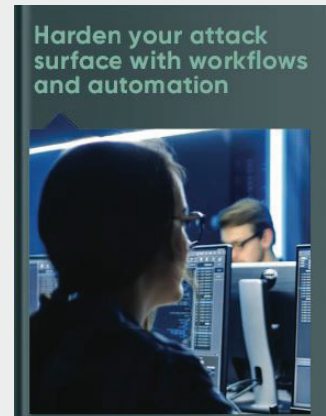
See How

Harden your attack surface with workflows and automation

Protecting your organization calls for a security program that integrates tools and teams involved to see the bigger picture and understand risks. Read this ebook to learn six steps for more efficient and effective hardening of attack surfaces to combat cyberbreaches.
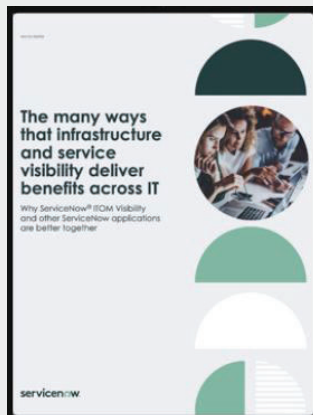
Get the Ebook

The many ways that infrastructure and service visibility deliver benefits across IT

Improve service availability, reduce operational risk, lower service delivery costs, and respond faster to security threats when you leverage ITOM Visibility to connect operational and business processes.
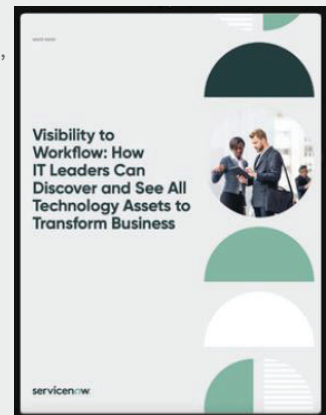
Get the Paper

Visibility to workflow: How IT leaders can discover and see all technology assets to transform business

See how a bigger and better asset picture enables you to create workflows that deliver immediate savings, improved efficiencies, and reduced risk.

Get the Paper

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Ready to find flow?

Windward helps companies create an IT operations strategy that connects your vision to a roadmap for success. If you'd like to learn more and discuss a strategic IT Ops plan for your organization, feel free to email us at info@windward.com or go to www.windward.com.