

# Strategic Portfolio Management – the thing you’ve been missing

Many organizations use project portfolio management (PPM) to solve a multitude of challenges. But the truth is, it's not delivering on its promises. It's difficult to develop and maintain alignment between strategies, investments, and outcomes despite leveraging PPM. This means organizations continue to fail to optimize their return. Project Management Institute (PMI) has pointed out for well over a decade that enterprises continue to waste money on bad project performance (9.4% of project budgets in the latest report).

At ServiceNow we believe the solution is what we call Strategic Portfolio Management or SPM. We define that as empowering leaders to translate strategy into outcomes that drive business value. It allows organizations to prioritize and fund what matters most, build a roadmap to guide investments, communicate plans, and track progress. SPM empowers teams to plan and execute work in any method while consolidating and centralizing business demand..

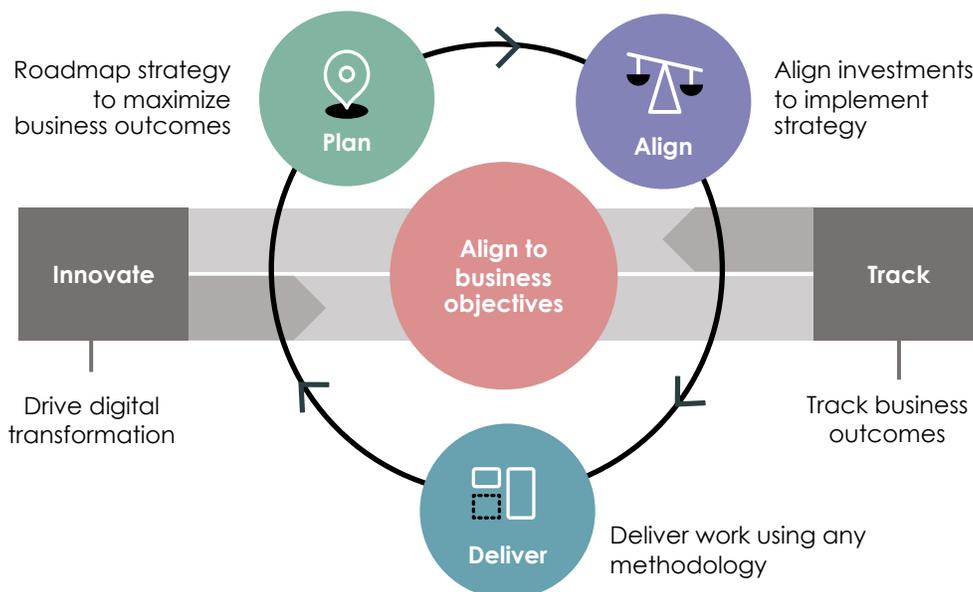
But how do you create an SPM environment? ServiceNow is here to help and has identified three distinct steps:

1. Roadmap strategy to maximize outcomes
2. Align investments to implement strategy
3. Deliver work using any methodology



By 2025, 70% of digital investments will fail to deliver the expected business outcomes in the absence of a strategic portfolio management approach."

-Gartner, 2021



Gaining competitive advantage in today's market means ensuring strategy remains aligned to business outcomes.

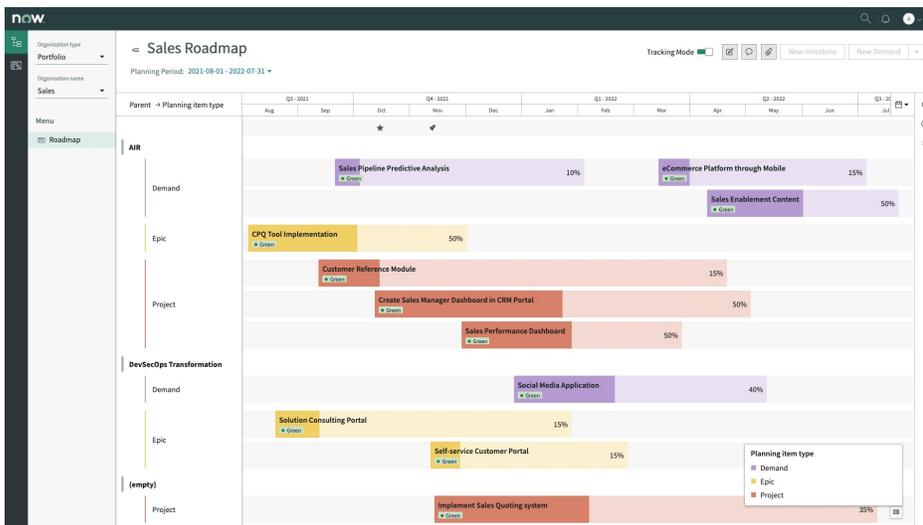
The way organizations optimize how they plan, align, and deliver products matters more than ever.

## Roadmap strategy to maximize outcomes

If you aren't focused on the right things, you aren't going to achieve the right results. SPM starts with the ability to identify the right strategic priorities, to create goals and objectives that align with those priorities and communicate that information to all areas of the business in a way that is easily absorbed and understood. A key part of that is roadmap planning. Roadmaps are an effective and efficient planning tool, allowing organizations to quickly adjust plans for initiatives while seeing the impact on dependencies and related initiatives. And they are powerful communication vehicles, allowing information on strategic priorities to be understood by all stakeholders quickly and easily.

At ServiceNow we're big believers in roadmaps, but we also recognize those roadmaps must be integrated in every other element of the work. To maximize outcomes, you need those roadmaps to integrate with your investment funding, prioritization, governance, and execution functionality, and they need to update based on actual delivery and benefits data.

We also know that your roadmaps must be living, breathing things. Success depends on the ability to quickly respond to changes in your operating environment, taking advantage of opportunities, responding to threats, and optimizing your ability to leverage emerging technologies. And doing so with minimal disruption. Successful SPM depends on this organizational agility, and roadmaps are an enabler of that.



### Alignment Planner Workspace – Roadmap Planning

Capture strategies and targets to understand if they are meeting or exceeding strategic objectives. Connect work to strategy by cascading plans with flexible planning hierarchies. Business outcomes include:

- Ensure strategy supports business outcomes.
- Plan strategic initiatives and gain performance visibility to course correct.



### [Western & Southern Financial Group](#)

- Over a 130-year heritage of meeting the financial stability needs of customers with financial services.
- 5.3 million clients, policyholders and account owners
- 3,800 associates

### Solutions

- Implemented Strategic Portfolio Management (SPM) to provide the foundation to align IT investments with business needs.

- Solutions drove revenues and increased operational efficiency.

### Challenge

- Needed to replace disparate systems to support a maturing portfolio process for a business aligned portfolios with full financial transparency.

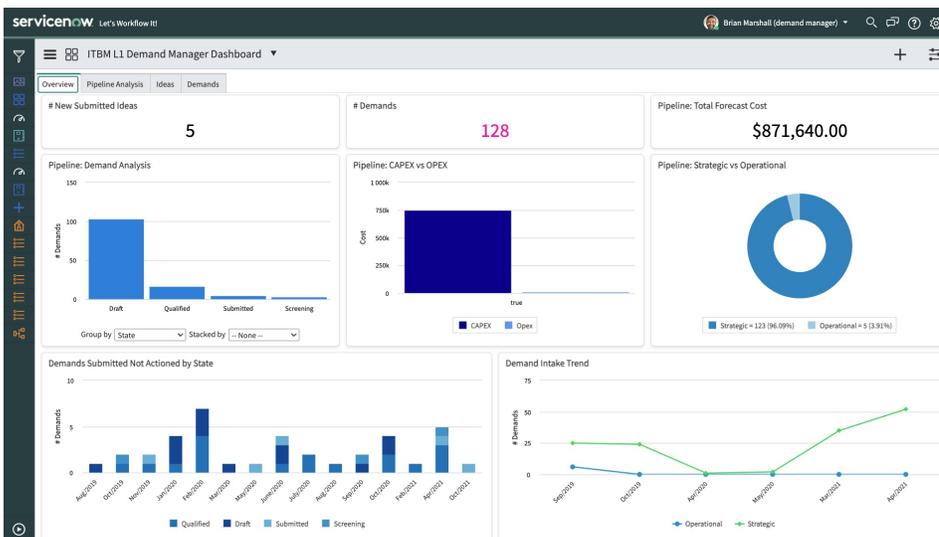
### Results

- 90% strategic work delivered on time and on budget.
- 90% of demand aligned to business strategic business priorities.
- Grew 32% of the targeted work to be focused on grow the business to drive innovation.

## Align investments to implement strategy

If roadmap planning helps you visualize your strategies for the business and manage outcomes to align with those strategies, effective alignment of investments is the aspect that allows you to respond quickly, decisively, and without disruption when changes are needed. This is where you continuously answer the question, "Are we doing the right things, at the right times, to deliver the best outcomes?" Answering that question accurately and confidently requires a single demand funnel for all work, regardless of source. It requires the ability to reprioritize that work to ensure people and financial resources are always committed to work that is delivering the best return. It also means that the return is aligned with the strategic priorities of the organization.

You can only achieve these results when you integrate every element of your strategic delivery pathway—from planning and funding to prioritization and scheduling. From execution and oversight to delivery and outcome measurement, you must be able to see how demand is being translated into value for every investment and every delivery area. Unless you have that fully integrated workflow—and complete trust in the information that comes from that integration—you can never be sure you are working on the right things, or whether you're contributing to that wastage that PMI reports every year.



Demand Management Dashboard

Enable planners to determine what work should be done to achieve the desired business outcomes. Centralize strategic requests from the business to IT and automate the steps in the investment decision process. Business outcomes include:

- Visibility into relative priority with ability to support strategy.
- Visibility into the supply & demand of resources based on prioritized work.
- Financial management to fund the work.

## RAYMOND JAMES

### [Raymond James](#)

- Multinational independent investment bank and financial services company.
- 8,400 + financial advisors in the United States, Canada and internationally.
- Approximately \$1.18 trillion in client assets.

### Solutions

- Raymond James modernized digital workflows to further align IT with top business goals.
- ServiceNow Strategic Portfolio Management (SPM) became the foundation for an enterprise-wide, strategic portfolio management system.
- SPM made services and data available through a single, easy-to-use portal.

### Challenge

- Consolidate & streamline IT systems & processes to improve oversight and management.
- Improve the resourcing of global IT projects.

### Results

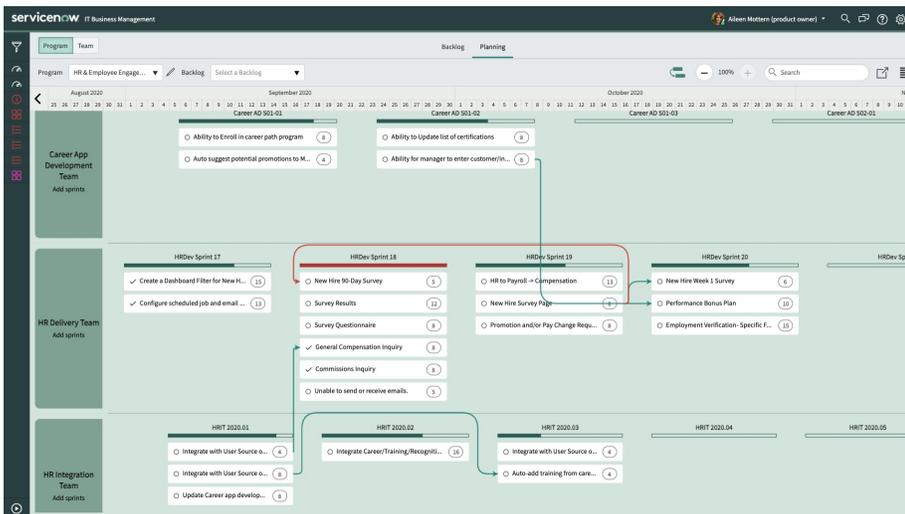
- Improved transparency leads to better prioritized portfolios & alignment to business goals.
- Faster & better resourcing decisions enabled staffing plans to support business priorities.

## Deliver work using any methodology

You only achieve success against your strategies when you deliver. And you have to be capable of delivering using any work approach that your teams want. This may mean traditional or waterfall methods. It may mean Agile. And increasingly, it may mean hybrid. To optimize performance, you have to allow the people doing the work to use the most appropriate method. The problem is that many organizations lack the ability to track and manage work across all of those approaches. This leads to a lack of visibility and poor decisions.

This also means that the delivery of solutions to market is often delayed, in turn delaying the ability to realize value. In some cases, the results are solutions that no longer align with customer needs. You're not going to achieve strategic success by delivering solutions your customers used to want! Effective SPM requires the ability to continuously maintain total transparency into every element of work execution regardless of how that work is occurring.

SPM also requires the right context for each stakeholder group to facilitate effective and timely decision making. This ensures that you maintain alignment between priorities, funded investments, work execution, and benefits realization. You will achieve improved collaboration and have the ability to better update priorities and plans—which brings us back to where we started with roadmap planning.



Agile Development 2.0 Scrum Program Board

Enable multiple Agile teams to work more collaboratively to achieve common outcomes. Deliver Agile, traditional, and hybrid work effectively ensuring achievement of strategic goals. Business outcomes include:

- Provides a single platform to plan and execute all work.
- Provides out-of-the box connection to team tools and collaboration tools to combine structured data and unstructured work.



### T-Systems

- IT services arm of telecommunications giant Deutsche Telekom.
- Headquartered in Germany and provides a global production and supply chain to companies operating worldwide.
- 29,000 + employees supporting annual revenues of EUR 4.2 billion.

### Solutions

- Integrating ITSM and SPM closed the gap between project managers and IT service and operations to seamlessly integrate project delivery.
- Support Agile and hybrid project management delivery.

### Challenge

- Desire to provide IT service delivery managers with all relevant information to make contextual business decisions.
- Improve efficiency of work being delivered.

### Results

- 20-50% reduction in PMO support.
- €2.5M estimated in efficiency gains.
- 32% of work is done in Agile and hybrid project management.

## The bottom line

At ServiceNow we know that you are focused on strategic planning. And, we know that you do everything you can to ensure that planning is effective. But we are also well aware that planning can be a struggle at times. According to some sources, up to 90% of organizations fail to execute on their strategy.

That's why our SPM solution is designed to help you consistently achieve success by integrating everything from the top of the organization to the delivery layers— and on to benefit

realization. By providing you the tools to help break down the barriers between technology and business, we allow you to accelerate and align all elements of strategy and delivery, transforming your business and delivering sustainable success. With our SPM solution you can achieve enterprise agility, delivering work that is always aligned with strategy, even in today's fast paced world.

“

ServiceNow handles the full Project Portfolio Lifecycle, from initial ideation to final delivery, which means we make better decisions and execute more efficiently.”

- Lisa White, IP Portfolio Analyst,  
Western & Southern Financial Group



Transform your business with digital workflows. Modernize your operations to optimize productivity, cost, and resilience with a single platform.



**servicenow**