

Baseline and track performance, usage KPIs, and metrics

What's in this Success Playbook

This Success Playbook explains the effective methods and actions you should take to build a ServiceNow® key performance indicator (KPI) and metrics program. You'll find guidance on how to:

- Build consensus on the most important business outcomes and objectives that your KPIs should capture
- Limit your reporting to a small number of KPIs that best reflect the progress you're making toward your business objectives
- Set usage targets that clearly articulate the adoption you need to get the most ServiceNow value
- Track diagnostic metrics or leading indicators of success that are both actionable and clearly identify the risks to your business outcomes
- Use playbooks that include the actions you can take to respond to any red flags your diagnostic metrics raise

Key takeaways

The most important things to know

When you use KPIs and metrics correctly, they help you be proactive rather than reactive, and they give you what you need to manage and accelerate progress on your ServiceNow roadmap. Ultimately, that means they bring you closer to your vision for transformation. To use KPIs and metrics successfully, you need:

- **Clarity and simplicity in *what* you measure** – Stay focused and avoid having metrics simply for the sake of having metrics.
- **Clarity on *what* decisions or actions you need your KPIs to show** – Avoid metrics that aren't based on a decision or prompt action.
- **Education** – Train your leaders and teams so they understand *how* to incorporate metrics in their day-to-day work.

The payoff of getting this right

With the right KPIs and metrics in place, you can make implementation and management decisions that are focused on the business outcomes you want to achieve with ServiceNow. And because your governance teams can use KPIs and metrics to guide their decision-making and actions, they save time—and they can avoid a lot of unnecessary work.

What you need to get started

Leadership support

Meet with process owners, service owners, and functional leaders to learn their current metrics collection and reporting.

Prerequisites

Review your business case and implementation roadmap, and document your business objectives.

When you should start this activity

Start your metrics program at least two to three months before your ServiceNow go-live date. Don't select your metrics and KPIs until you and your executive sponsor have reached solid conclusions on the business objectives you're working toward *and* defined your implementation roadmap.

Playbook overview

Complete the steps in this table to create an effective KPI and metrics program.



Note: Your organization probably already has metrics in place for current processes, like incident management. Given that, as you start baselining your KPIs and metrics, make sure they're relevant to your business outcomes for ServiceNow—and make sure you and your colleagues can use them to make decisions.

Step 1 – Understand your business objectives

KEY INSIGHT

- Build consensus on the most important business outcomes and objectives you want your KPIs to capture.

No doubt, you have a valid business case along with outcomes and objectives that you—and certain executives—expect you to deliver. So you need good performance measurement to help you assess whether you're on or off track.

Begin by getting a clear understanding of your organization's vision for ServiceNow, the business objectives you expect to achieve, and the overall plan for realizing these objectives. Knowing these things makes it possible for you to define a credible set of KPIs that will directly measure your progress and show you whether you're on the path to value.

To build this understanding, complete this action step:

1. Review your documented ServiceNow vision, business case, and phased program plan.

These three things provide what you need to measure and reliably track progress on your business goals. As you review them, look for:

- The promises your business case makes
- The specific capabilities you need to measure
- Clues as to the amount of time you need to measure a KPI to determine whether you're seeing value; for example, a KPI such as *10% improvement in efficiency in incident management in 12 months*

Customer insights

ServiceNow customers recommend the following to help you gain a solid understanding of your business objectives.

INSIGHT:

Stay strategic

Technical experts often jump directly to the technical level and define KPIs that measure system performance. This approach can lose sight of the strategic business value that ServiceNow can provide your organization.

Here's a better approach: Take the time upfront to gain a true understanding of your business objectives so you can develop a comprehensive set of KPIs—KPIs that both *inform* technical decisions and *measure* the value you deliver to business users.

Best practice – Build a vision-to-value statement

Build a vision-to-value statement to define your key measures of value and success. The documents and artifacts you've created to support your business case and roadmap should

provide a clear line of sight to the outcomes that will be most useful for your organization. If you don't have these—or if you don't completely understand them—create a one-page vision-to-value statement. Follow the example in Figure 1.

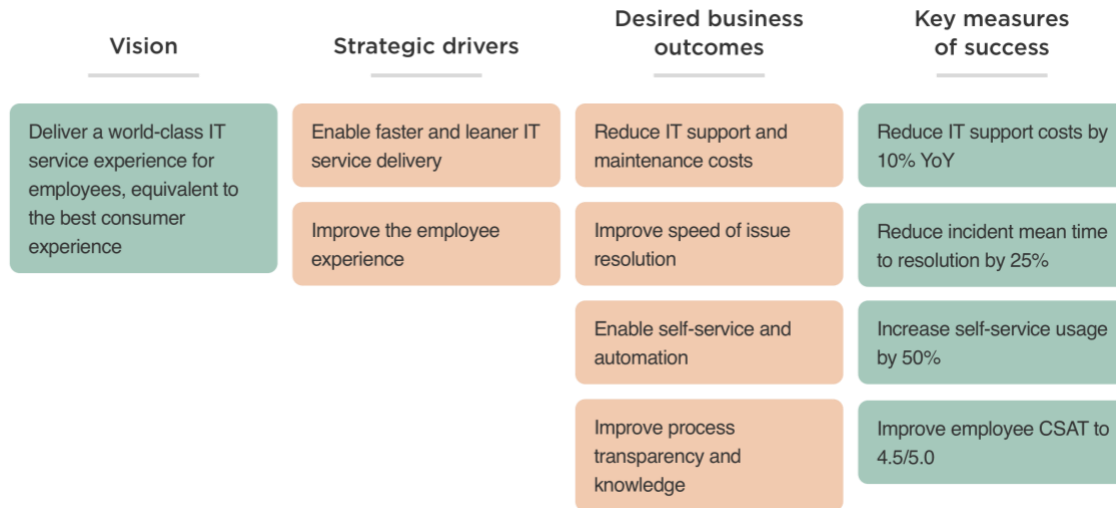


Figure 1: An example vision-to-value statement

You should build or vet an initial vision-to-value statement with your [executive sponsor](#) and your most critical stakeholders—these should include your [process owners](#), service owners, and fulfillment team (like service desk) leaders—to build consensus on how you'll measure your desired business outcomes. This should form the basis for how you'll report on value realization to your [strategic governance function](#).

Most importantly, your vision-to-value statement can provide direction and focus for implementation and fulfillment teams—you should be able to cascade the business outcomes and initial measures you define into team- and individual-level performance objectives that will guide users' day-to-day work in ServiceNow. If you can't do this, it could be a sign that you need to revisit, and possibly clarify, your statement.

Refer to our Success Playbook on [how to build your business case](#) for additional guidance on building a vision-to-value statement.

What to do next

A review of your business case and roadmap should prepare you to think about your implementation in a more measurable way. Before you continue developing your metrics program, make sure these things are clear:

- Your executive sponsor's expectations for value
- The teams and roles that are most closely associated with your desired business outcomes
- How you currently measure and manage performance for those teams and roles

Step 2 – Define your KPIs

KEY INSIGHTS

- Stay focused! Limit your reporting to a small number of KPIs that best reflect progress against your business objectives.
- Set usage targets that clearly state the adoption you need to see value.

After you've revalidated your business objectives and expectations for value, you can define KPIs that measure progress toward those objectives. You'll need two types of KPIs to measure your progress:

- **Outcome KPIs** – These should measure how the ServiceNow capabilities you've implemented are currently delivering value and helping you realize your expected business outcomes.
- **Implementation KPIs** – These should measure your Now Platform® performance, adoption, and the effectiveness of your deployment so you can determine if your implementation is meeting the objectives in your roadmap.

Implementation KPIs will have more prominence initially as you deploy new capabilities and adoption grows. Implementation KPIs are, in effect, prerequisites for your outcome KPIs. But don't neglect your outcome KPIs or save them for later. Include both in your reporting to establish a comprehensive picture of your progress.

Take these five action steps to establish your KPIs:

1. Partner with relevant service and process owners to define your outcome KPIs.

Here's how:

- Define one to three KPIs per implemented capability (such as incident management). Each should measure how that capability supports a desired business outcome.
- Consider the key benefit each capability needs to deliver (speed, for example). Then consider the indicators that tell you how much of that benefit you're getting (such as a reduction in the meantime to resolve an incident).
- See Table 1 for examples of outcome KPIs.

2. Work with your implementation team as well as relevant service and process owners to define your implementation KPIs.

They should include:

- **Performance KPIs** – These measure the quality and reliability of your deployment.
- **Adoption KPIs** – These measure your target populations' usage.
- **Process implementation KPIs** – These measure how well each process or service is implemented on ServiceNow.

3. Set baseline metrics and goal metrics for all defined outcome KPIs.

To do this:

- Use historical data (if you have it) to set your baseline for outcome KPIs. Here's an example: If you want to reduce your mean time to resolution (MTTR), your baseline should be your current MTTR.

4. If you don't have any baseline metrics, make your first month of ServiceNow activity your baseline. Document your goals for how you want to improve within a set time frame. **Set intermediate KPI goals for each phase of your program plan.**

To do this:

- Set target KPIs for both your outcome and implementation KPIs.
- Here's a KPI for an adoption goal as an example: *50% of fulfiller teams by the end of phase 1.*

5. Define what your implementation and outcome KPIs enable and how often you need to measure them.

Here's how:

- Identify the specific actions and/or decisions that a KPI should inform or trigger.
- Identify how often you should measure each KPI and when to report on it so the information can inform those actions and decisions.
- For example, you might decide to measure your initial adoption levels weekly because you're using the information to adjust your organizational change management (OCM) plans.
- Ask these key questions for each KPI:
 - Why are we measuring this?
 - What do we expect to do if the KPI misses its target?

	Information technology	Human resources	Customer service
Business outcomes	Modernize IT service management	Faster onboarding experience	Customer service issues resolved fast
Outcome KPIs	Fewer incidents caused by changes	Faster new hire time to productivity	Reduced average case-handling time
	Faster MTTR	Faster time to complete compliance requirements	Improved customer and agent satisfaction
	Faster IT request delivery	Annual attrition rate	Improved self-service adoption

Table 1: Examples of outcome KPIs

Note: Outcome KPIs are also known as “lagging indicators” in the industry. It takes time, maybe a month or even a quarter, before operational efforts or changes start affecting these KPIs. Given that, it’s critical to have a robust set of leading indicators (see Step 3) to make timely course correction decisions.

Next, build your KPIs into a dashboard using ServiceNow [Performance Analytics](#) or another tool that shows all of the following:

- Your KPIs
- Your baseline and goal for each KPI
- The reporting frequency
- The owners for any actions or decisions triggered by the KPI

Customer insights

ServiceNow customers have shared two insights that are critical as you define KPIs.

INSIGHT 1:

Stay focused

Limit your reporting to a small number of KPIs that best reflect your progress toward your business objectives. The temptation with measurement is to proliferate, but don’t. Don’t build out a laundry list of KPIs, thinking that more measurement is better. Tracking an expansive set of KPIs can make decision-making difficult for both your leaders and front-line staff. It can also make data collection more complex, which can prevent you from focusing on making informed management decisions based on your KPIs.

Best practice – Select one to three KPIs for each business outcome you want to achieve

Work with your executive sponsor, process owners, and service owners to identify a small, focused number of KPIs for each business outcome you've defined. Define your baseline, goal, and target for each phase of your roadmap.

Revisit these at the end of each phase to determine whether you should continue to use them to assess your progress in the next phase. You may have reached your goal and want to set a new goal, or maybe the outcomes you've prioritized have shifted. Whatever the case is, make sure your strategic governance team approves your KPIs—this group's approval is your official yardstick for progress.

EXPERT TIP

Work with your ServiceNow governance teams to create a standard definition of the KPIs. Inconsistent definitions are a major concern for qualitative metrics like customer satisfaction. They undermine the quality of data reported at the top level and also impact the organization's trust and confidence in the data.

Best practice – Keep your *outcome* and *implementation* KPIs separate, especially in the beginning

Organizations often confuse the two types of KPIs they need to measure, and as a result, they overemphasize implementation KPIs. This is easy to do because outcome KPIs typically report nothing on day one, but they report a great deal about implementation. Your dashboard should always clearly include your outcome KPIs—this reinforces that implementation should support your outcomes.

Best practice – Make sure your KPI goals are measurable and realistic

Before you set your KPIs in stone, double-check that you have access to the data you need to report on at the frequency you need it. The cost of gathering this data shouldn't outweigh its reporting value. If KPI measurement is a chore, you may need to select a different KPI or improve your data collection capability. Most importantly, your KPIs should be realistic and your goals for them should reflect your current phase in your roadmap. Don't set aspirational goals without being clear about your near-term target.

ServiceNow experts recommend using the SMART method to select and define the right KPIs, where:

- **S is for specific** – The KPI must clearly specify what you want to achieve.
- **M is for measurable** – The KPI must be measurable with a set target.
- **A is for actionable** – The KPI should have a clear owner who can make the required decisions and take actions to achieve the KPI.
- **R is for relevant** – The KPI should be relevant to the overarching business goal. It should answer *why* it's important.

- **T is for time bound** – The KPI must include a deadline, a defined timeline for when you want to achieve the goal by.

Example of a good KPI: Using ServiceNow, our IT operations team will reduce the cost of asset management by 15% within a year.

INSIGHT 2:

Set adoption targets that clearly articulate what you need to realize value

While all of your implementation KPIs are important, adoption is the KPI that's most subject to variability—and the one that is most likely to put your outcomes at risk. Work with process owners, service owners, and managers of fulfiller teams to clearly state the adoption thresholds you need to reach at each phase of your roadmap. This way, you're continually making progress toward your business outcomes.

Here are a couple of examples:

- If your target is to reduce average case-handling times by 10%, what's the *minimum* number of customer service agents who need to adopt ServiceNow for you to hit this target?
- If your target is to increase the number of cases resolved through self-service by 10%, how many employees or customers need to transition to self-service to reach the goal?

You can use data from your initial pilots to create a rough estimate for adoption targets you need to see across your implementation phases.

Best practice – Start with a smaller, more focused set of adoption targets

When it comes to adoption, not all users or teams get on board at the same rate. Certain users—such as managers—or teams may be key influencers in getting others to adopt the change. Make sure you train these users first. Work with your OCM team to understand where to prioritize adoption across different phases. Doing so will help you support your adoption champions or help you overcome change resistance, if necessary.

What to do next

Clear KPIs are the milestones along your roadmap, marking your progress toward your business outcomes. By definition, however, they reflect outcomes, and they don't necessarily have predictive power. Given that, your next step is to develop a more granular set of metrics that will help you diagnose and resolve the obstacles to your outcomes.

Step 3 – Define your diagnostic metrics

KEY INSIGHTS

- Effective diagnostic metrics are immediately actionable and clearly identify (in a timely way) any risks to your business outcomes.
- Build playbooks that provide actions you can use to respond to the red flags your diagnostic metrics raise.

The outcome KPIs defined in Step 2 mark your progress toward the business objectives you want to achieve. They prompt decisions about where you need to adjust your implementation roadmap. But by themselves, KPIs don't necessarily provide early indication of when your outcomes are at risk—and that information is important to make appropriate course corrections.

Diagnostic metrics, also known as "leading indicators", help you understand the drivers of the outcome KPIs. They track the performance of the essential processes or activities needed to deliver a KPI and they act as input variables for realizing the expected performance of the outcome KPI. As such, they flag the root causes of success or failure in achieving a KPI. See Table 2 for differences between leading and lagging indicators.

Leading indicators or diagnostic metrics	Lagging indicator or output KPIs
<ul style="list-style-type: none"> • Input oriented • Hard to measure • Easy to influence • Prospective 	<ul style="list-style-type: none"> • Output oriented • Easy to measure • Hard to influence • Retrospective
Example of a leading indicator of weight loss: # of miles walked daily	Example of a lagging indicator of weight loss: Current weight

Table 2: Leading versus lagging indicators

In an organizational environment, let's say the output metric you want to track is adoption of the new fulfillment processes (for example, incident management). A diagnostic metric that would indicate how likely you are to meet your adoption objective is the number of fulfillers who have completed the training on ServiceNow. While training itself is not a business outcome, successful training efforts should drive both adoption and improvements in fulfillment processes. To know whether you'll realize your KPI (in other words, 100% adoption of new fulfillment processes), you must start by learning whether training is successfully occurring—that is, tracking the *percentage of fulfillers who have completed training* as a diagnostic metric.

Diagnostic metrics must be closely linked with the workflow/processes underlying a business outcome. To define a useful set of diagnostic metrics, complete these action steps:

- 1. Define metrics that help you understand the root causes of KPI performance and how you can influence them.**

Work with relevant stakeholders—your process owners, service owners, and managers of fulfiller teams are probably best—to isolate and select the most important root causes of KPI performance, specify associated metrics, and develop suggested solutions for each.

2. Use diagnostic metrics to inform course corrections in project plans.

Review your diagnostic metrics regularly to spot any negative trends and build intervention plans to avoid or correct a corresponding negative trend in your KPIs.

With the right set of diagnostic metrics, you can reprioritize work and adjust project plans to resolve roadblocks before they put your business outcomes at risk. See Table 3 for examples of diagnostic metrics.

	Outcome KPIs (lagging indicators)	Diagnostic metrics (leading indicators)
Information technology	Fewer incidents caused by changes	# of changes per week or month # of unscheduled changes % of tests completed per change on average
	Faster MTTR	Incident/Problem/Request average response time Average close time of incidents/problem/requests Average resolution time of incidents/problem/requests Number of incidents/problem/requests closed per agent per week # of incidents/problem/requests resolved on first contact % of incidents/problem/requests closed same day opened % of incidents/problem/requests resolved on first contact
	Shift work left to a lower and more cost-effective service tier	% of open incidents/problem/requests that were escalated Number of knowledge articles marked helpful
Human resources	Faster new hire time to productivity	Satisfaction ratings for new hire onboarding trainings Completion rate for new hire training Average time to provide all equipment Average time to complete all legal and compliance requirements Average time to conduct background checks
	Faster time to complete compliance requirements	Number of vendors % of vendors with completed training
	Annual attrition rate	Overall employee satisfaction ratings New hire employee satisfaction ratings % of voluntary turnover every month
Customer service	Reduced average case-handling time	% of cases closed on first contact % of repeated cases % of customer agents who received training % of unresolved cases every week
	Improved customer and agent satisfaction	% of agents who completed training Adoption rate of fulfillment processes Attrition rate of customer agents % of cases closed on first contact
	Improved self-service adoption	Self-service abandon rate # of Knowledge articles % of consumers who are aware of self-service % decrease in support calls per week

Table 3: Examples of leading indicators for outcomes KPIs shown in Step 2

Customer insights

We've learned two insights from ServiceNow customers that you should consider as you define diagnostic metrics.

INSIGHT 1:

Use historical data to identify metrics (or other conditions) that help diagnose performance trends

In most cases, you should have access to the data collected on several metrics over the last six to twelve months. You can use this data to determine which metrics provide the most useful leading indicators of performance for an outcome, like speed, quality, or efficiency.

The [change management](#) process provides a simple example. If the outcome KPI you're trying to improve is a reduction in the number of incidents related to changes, your analysis of historical data may point to a particular *category of changes* as the cause of most incidents. This is a leading indicator, so your diagnostic metric should look at the percentage of scheduled changes that belong to this category—and ensure they're flagged as high-risk changes.

In many cases, the metric or indicator you find may be uncontrollable: First-call resolution rates for HR cases, for example, may deteriorate if your organization brings on a large number of new employees, or the standup of several new offices may cause an increase in complex, difficult-to-resolve incidents. That's OK—the point is to isolate the root causes (both controllable and uncontrollable) that could put your KPI performance at risk.

Best practice – Collaborate to isolate your diagnostic metrics

Collaborate with your process and service owners to isolate your most likely suspects for diagnostic metrics. Process and service owners are your best sources for understanding the root causes of poor process and service outcomes—in many cases, the right diagnostic metrics are already baked into their scorecards. Work with them to understand which metrics have proven to be the best predictors of KPI performance, and make sure you have the means to track and report on these metrics in your ServiceNow implementation—using Performance Analytics, for example.

Best practice – Support regular reviews of your metrics collection and reporting

Don't let using historical data be a one-time event. Schedule regular reviews of your diagnostic metrics with your process owners, service owners, and fulfillment team managers to identify which have (or haven't) predicted KPI performance trends well. Also look at which metrics your teams trust the most. Importantly, don't be tempted to simply collect and report on *more* metrics—if and when you add metrics, also look for opportunities to clear out metrics that aren't providing useful insight.

INSIGHT 2:

Build playbooks to help your team respond effectively to diagnostic metrics

Diagnostic metrics only provide value if your implementation or fulfiller teams use them to identify problems and course correct. It's not enough to just make your team aware of

diagnostic metrics—you need to give them a playbook so they know what to look for, how to respond, and how to resolve issues.

Best practice – Set thresholds for your diagnostic metrics

A threshold should define when a diagnostic metric reaches an abnormal value—that is, when it becomes an issue that needs your attention—before it affects an outcome or implementation KPI. How you set a threshold depends on your level of risk tolerance and on how much time you need to mitigate issues.

For diagnostic metrics related to specific processes and services, you can set thresholds in [Performance Analytics](#) in ServiceNow. For metrics related to implementation KPIs, like adoption, work with your implementation project manager to determine the thresholds that should trigger a response. For example, if fulfiller training falls behind, at what threshold should the executive sponsor intervene?

Best practice – Create playbooks that guide team responses to problems

Create playbooks that guide how your team should respond when diagnostic metrics indicate a problem. Diagnostic metrics should be actionable and documented in a way that gives teams step-by-step “plays” for responding when a diagnostic metric crosses a threshold and indicates a problem.

Using the example in the previous best practice, the play you might make to respond to the lagging fulfiller training might be intervention by the executive sponsor with fulfiller managers, better [OCM communications](#) emphasizing the importance of training, or simply adding more training sessions to the calendar.

If you have a growing volume of high-risk changes (a potential indicator of a greater volume of future incidents), the play might be a notification to the change advisory board and a recommendation to adjust the change scheduling. When you identify diagnostic metrics and thresholds, collaborate with your implementation project manager, process owners, service owners, and managers of fulfiller teams to identify which actions to trigger when a metric crosses a threshold. Then document these actions in the playbooks.

What to do next

It should be clear from this step that a good metrics program is never static or focused on metrics for the sake of metrics. KPIs and metrics should provide a guide to action and show you both:

- How you’re progressing against milestones
- Where to correct your course when you’re off track

Don’t forget how important it is to continually revisit and refine your KPIs and diagnostic metrics. Next, you’ll define exactly how you’ll continue to improve so your metrics, over time, give your stakeholders the data they need to take the right actions.

Step 4 – Continually improve your metrics tracking

KEY INSIGHTS

- Make a dedicated investment in metrics and analytics as part of your ServiceNow implementation.
- Work with your executive sponsor and other key stakeholders to improve your KPI and metrics reporting.

Treating performance measurement and tracking as a one-time project is a mistake. Instead, continue looking at your KPIs and metrics, making sure they're defined well, updated when needed, actionable, and shared with the right people.

For a metrics program that's always improving, follow these three action steps:

1. **Decide who will be accountable for ongoing metrics management.**

Partner with your executive sponsor to determine which role(s) will be accountable for managing your metrics. The metrics management responsibilities include:

- Finding and maintaining data sources to report on KPIs and metrics
- Redefining KPIs as your vision or roadmap changes
- Assessing the utility of diagnostic metrics
- Sharing reporting dashboards across different audiences
- Ensuring data comprehensiveness and quality

2. **The role(s) accountable for metrics tracking should conduct quarterly reviews of your existing metrics and how they're measured and tracked.**

The purpose of this review is so metrics managers can determine if your KPIs and metrics are still useful and giving your key stakeholders the benefits they're looking for.

3. **Benchmark your measurements against your peers' every six to 12 months to source new ideas for how to measure and track your performance.**

Include your competitors and companies in the same industry that are similar to yours in size, revenue, and number of employees. Use benchmarks to assess your outcome KPIs relative to your peers'—this will tell you if your implementation is helping you reach the right outcomes. One way to achieve this is to sign up for the ServiceNow Performance Analytics [benchmarking service](#). This service will allow you to see how your company is performing against similar companies.

Customer insights

Our customers tell us that, when it comes to improving your metrics program, these two things are critical.

INSIGHT 1:

Consider a dedicated investment in metrics and analytics as part of your ServiceNow implementation

Your ServiceNow implementation isn't just a system of engagement or system of action—it's also a system of insight. Your system of insight can give your organization better, integrated intelligence on your services' and processes' performance. Expect the data you collect on your services and processes to grow, especially as you expand your use of ServiceNow.

If you don't have strong metrics and analytics management, you might find yourself suffering from information overload—in other words, you have a lot of metrics but no clear insight. But if you truly invest in carefully managing your metrics, your data can support better decision-making and management of your implementation, services, and processes running on ServiceNow.

Best practice – Assign deep responsibility for metrics analysis and reporting

While it's likely that the managers of your fulfiller teams, process owners, and service owners will each have their own responsibilities related to metrics, you may want to consider assigning responsibility and oversight for *all* metrics analysis and reporting to someone with a background in data analysis.

One ServiceNow customer added a data analysis position to its ServiceNow platform team to gain insight using the metrics available in Performance Analytics. That way, the customer was able to continuously improve its ServiceNow processes and services.

Best practice — Invest in OCM to build a data-driven culture focused on data quality

It is critical for the organization to have trust and confidence in the measurements made to make any metrics-related conversation meaningful, which requires the data and metrics you present to the team to be comprehensive and high quality. This requires a data-driven culture where everyone prioritizes tracking and reporting data accurately. It's the responsibility of the whole organization, not just the person responsible for tracking and reporting on the metrics.

We recommend investing in OCM activities such as training, road shows, and top-down messaging that emphasize the importance of data and help build a data-driven culture for the organization. To get started, refer to our Success Quick Answer on [how to create an organizational change management plan](#).

INSIGHT 2:

Work with your executive sponsor and other key stakeholders to improve KPI and metrics reporting

What makes any KPI or metric valuable is its ability to inform decision-making and actions—even if the decision and action is to stay the course. This depends on the KPIs and metrics you select as well as on how you frame and report on them.

What to do next

A program of continuous improvement for KPIs and metrics is a precursor to building a broader “culture of metrics” as you extend ServiceNow in your organization. Your next step is to consider how a broader range of groups can benefit from the metrics-driven insight generated with ServiceNow.

Step 5 – Extend your use of metrics

KEY INSIGHT

- Build a culture of metrics through training and messaging.

The best organizations use metrics consistently to guide their decision-making and actions. It's not enough to limit your use of KPIs and metrics to your ServiceNow platform team—not even if you include process and service owners. Your fulfiller teams should also consistently use metrics to influence their work and find where they can improve your processes or services.

Doing this requires one critical action step: Give the groups that can benefit from using ServiceNow the KPI performance and measurements that are relevant to their work. Collaborate with your fulfillment team managers to share the KPIs associated with your ServiceNow roadmap, and show them how using the metrics can make their day-to-day work simpler.

Customer insight

Customers repeatedly tell us that involving metrics in their teams' daily work makes their metrics program grow.

INSIGHT:

Build a culture of metrics through training and messaging

In your [training curriculum](#) for fulfillers, include instruction on how to use metrics in their daily work using a tool like Performance Analytics. Focus your training on use cases that happen every day and tell success stories from those who've used metrics successfully.

Remember—each time you expand ServiceNow to new fulfiller populations, you must deliver this training.

Best practice – Help teams understand the big picture

Give fulfillers the big picture rather than only focusing their training on the metrics most relevant to their daily work. Take the time to review your outcome and implementation KPIs and show them how the diagnostic metrics that fulfillers track contribute to KPI performance. Capture their knowledge to build playbooks you can use to address the metrics that cross the thresholds you set in Step 3.

Best practice – Integrate metrics into process design/redesign as you extend ServiceNow

Integrate metrics into your process design/redesign sessions, especially as you extend your ServiceNow usage. We recommend a process mapping or design exercise as you implement ServiceNow or extend it to a new capability. (For more on this, see our [Success Checklist on the Reimagine how you want work processes to flow](#) page.)

Make measurement an integral part of this exercise:

- What outcomes denote a successful process?

- What metrics can you use to diagnose process failures?

Knowing these answers gives fulfiller teams an early opportunity to begin thinking about how they can use metrics to manage processes and workflows effectively. And when you have the answers to those questions, you can identify where and how you should target your training.

What to do next

Keep communicating with your organization about your work with metrics. Keep revising the KPIs that define your business outcomes and that lead to successful implementations. Stay on the lookout for smart uses of diagnostic metrics that help your organization avoid or correct issues that would otherwise derail your progress toward your KPI goals.

The takeaway

When you use KPIs and metrics well, they help you manage and accelerate your progress on your ServiceNow roadmap—and on your vision for transformation. For success, you need:

- Clarity and simplicity in *what you measure*
- Clarity on *what decisions or actions* your KPIs and metrics should inform
- Education so your teams know *how to incorporate metrics* in their day-to-day work

What does “good, better, and best” look like for this activity?

Good – You use KPIs that are aligned to the business outcomes you want to achieve with ServiceNow.

Better – You use diagnostic metrics that show you the leading indicators of the potential challenges in achieving your outcomes. The metrics you use clearly inform your decision-making and actions.

Best – Your front-line teams use metrics effectively to guide their daily work. When teams use metrics effectively, you can more easily transform work across your organization with ServiceNow.

What should I convey to my team?

With the right KPIs and metrics, we'll know—directly—how we're progressing toward our business outcomes. When we use them well, they'll help us keep our implementation efforts focused, and they'll help us make more effective, informed strategic and daily work decisions.

For access to actionable insights on this topic, review our [Success Checklist](#).

If you have any questions on this topic or would like to be a contributor to future ServiceNow best practice content, please contact us as best.practices@servicenow.com.

Appendix

Key performance indicators (KPIs)

To determine if you're defining and using KPIs and metrics effectively, measure:

- *# of defined KPIs* – This indicates when you might be tracking too few or too many things, depending on the extent of your implementation on ServiceNow.
- *# of groups using KPI measurements to inform work* – This gives you a sense of the extent of the impact your metrics tracking is having on work across your organization.
- *% of KPIs that have been redefined in the current year* – This indicates how closely you've managed your defined KPIs. If this percentage is low, but you don't think you're getting useful information from your measurements, you need to review your set of KPIs to identify where you need to redefine them.

Stakeholder management

Responsible/ accountable stakeholders

- Now Platform owner
- Service owners
- Process owners
- Executive sponsor
- CIO and senior IT leadership

KEY COMMUNICATIONS

- Collaborate to define outcome and implementation KPIs as well as diagnostic metrics.
- Determine reporting format and frequency.
- Set thresholds for diagnostic metrics and define playbooks for how to respond.

Consulted/informed stakeholders

- Enterprise architecture
- Business engagement teams
- Fulfillment teams
- Partners
- Business leaders (in areas where ServiceNow provides support)

KEY COMMUNICATIONS

- Create awareness campaigns and training around metrics, especially on the use of Performance Analytics.
- Share peer-to-peer success stories.
- Share outcome and implementation KPIs broadly to keep stakeholders up to speed on progress.

Related resources

- [Success Quick Answer – Creating custom dashboards](#)
- [Best Practices Community Forum – Performance Analytics and Reporting](#)
- [Product Documentation – Performance Analytics](#)