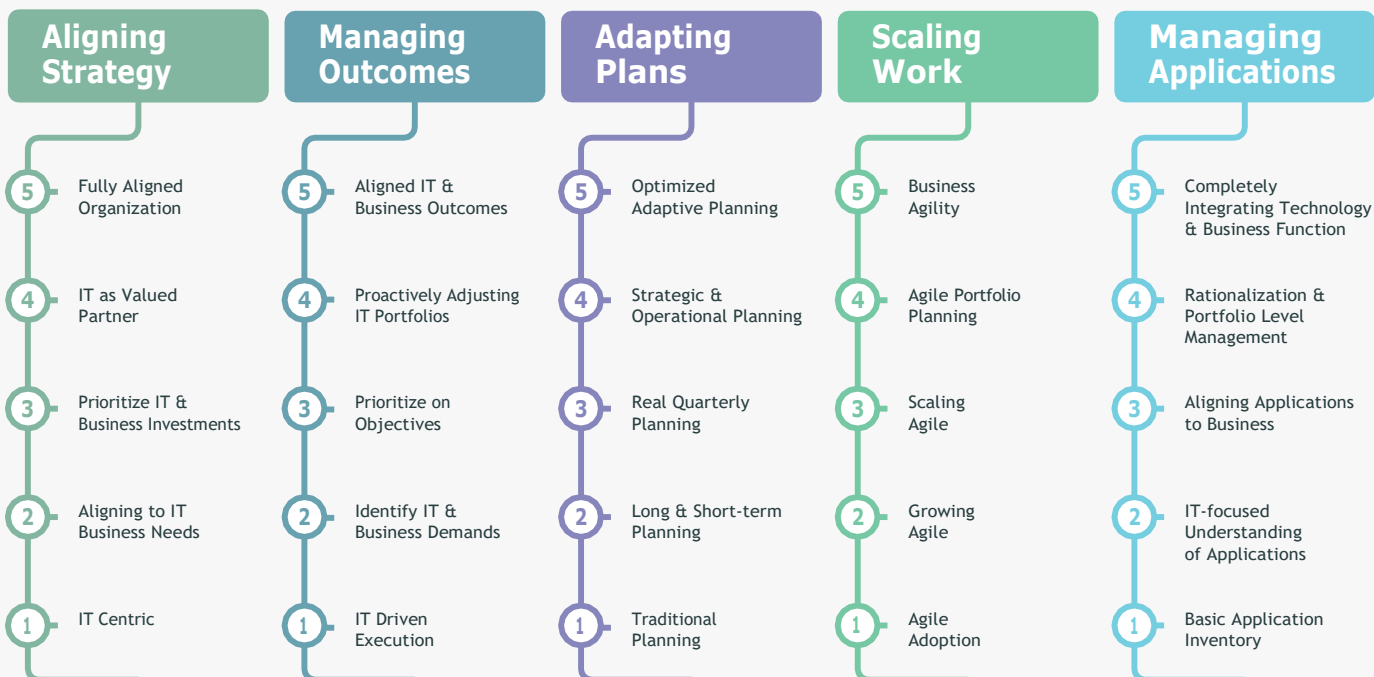servicenow.

Thriving in a digital world

Five IT fitness journey maps for true enterprise agility.

You don't need us to tell you how fast the world is changing. As if you hadn't noticed the growing customer expectations, shortened satisfaction windows, squeezed margins, and increased demands to do more with less.

The question is: What do you do about it? How do you avoid the pitfalls and embrace the opportunities? That's where achieving IT fitness comes in. To succeed today and in the future, you need to build a thoroughly digitally enabled organization.

True enterprise agility requires the entire organization to shift from legacy ways of thinking and acting to new ways of working that seamlessly incorporate digital, social, mobile, and emerging technologies. From new hires to C-suite leaders, an innovation mindset must be cultivated—one that embraces new business models and emerging technologies to improve the experience of everyone who engages with your organization.

In other words, enterprise agility is much more than just technology.

Aligning Strategy	Managing Outcomes	Adapting Plans	Scaling Work	Managing Applications
5 Fully Aligned Organization	**5** Aligned IT & Business Outcomes	**5** Optimized Adaptive Planning	**5** Business Agility	**5** Completely Integrating Technology & Business Function
4 IT as Valued Partner	**4** Proactively Adjusting IT Portfolios	**4** Strategic & Operational Planning	**4** Agile Portfolio Planning	**4** Rationalization & Portfolio Level Management
3 Prioritize IT & Business Investments	**3** Prioritize on Objectives	**3** Real Quarterly Planning	**3** Scaling Agile	**3** Aligning Applications to Business
2 Aligning to IT Business Needs	**2** Identify IT & Business Demands	**2** Long & Short-term Planning	**2** Growing Agile	**2** IT-focused Understanding of Applications
1 IT Centric	**1** IT Driven Execution	**1** Traditional Planning	**1** Agile Adoption	**1** Basic Application Inventory

Your journey to IT fitness

To support you on the road to greater agility, we pinpointed five key areas of focus and developed an IT fitness model for each of those elements.

With these models you can establish where your current performance levels are, where your areas of focus should be, and how to measure your improvements. Once you've achieved the highest level of each model you'll have a business that is truly unstoppable.

But don't view these maturity models as a series of stepping stones—a linear pathway to success. Concentrate instead on developing the behaviors and practices we outline in the maturity models, adopt the characteristics of world-class organizations, and invest in maintaining and evolving your performance in all aspects of your business.

Focus on all elements together—and recognize that you can skip maturity levels for some elements, while for others you will may to regress in order to progress. Your success will come from the commitment to the journey.

The five IT fitness maps that lead to enterprise agility

An integrated approach to success in a digital world is made up of these five fitness models.

1. *Aligning strategic investments*

   This model ensures your technology investments align with your expected business outcomes, using the right technology in the right way to deliver sustainable, innovative performance. This is a critical factor as your IT organization matures from a tactical service provider to a business partner to a fully integrated part of how business gets done in your organization.

2. *Application portfolio management*

   This model allows you to manage your digital assets strategically. With complete insight into your application portfolio, you can evolve into a world-class environment where your business goals and technology investments are in perfect alignment.

3. *Managing IT portfolio costs*

   In an era of massive digital evolution, it is imperative to control the costs of your technology investments and integrate IT into overall enterprise governance. This model casts technology not as some separate function, but as how business gets done—and allows you to manage it accordingly.

4. *Planning*

   Evolving from annual planning to shorter cycles won't let you keep pace with your competition in the long run. Longterm success requires an adaptive planning model that empowers all levels of your business to deliver a fluid planning approach fueled by organizational agility.

5. *Scaling work from traditional to agile work methods*

   Incorporating agile project delivery techniques is only the start of this model. To thrive, you must expand modern delivery throughout your organization and use it to streamline every aspect of how business gets done. And you need to support your delivery approach with AI to deliver predictive capabilities that take agility to the next level.

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Two tools for a business that's built to last

Each of these models will help to move you forward. Together, they will enable you to redefine your business, embracing the opportunities presented by enterprise agility. But there are two other tools you need to optimize performance—project portfolio management (PPM) and organizational change management (OCM).

PPM is the tool that allows you to deliver change effectively. It supports the entire transformation journey, beginning with management of the investment budget and selection of the portfolio initiatives through to portfolio re-planning, reprioritization, and delivery. And it ensures all project teams are aligned with the organization's goals, allowing them to deliver projects that have the best chance of achieving the required benefits

OCM is the tool that ensures those projects are transitioned to the operating environment with maximum benefit and minimum friction. With OCM, you can:

• Prepare operational areas for change through communication, education, and practical preparatory work

• Help employees transition to the new model by answering questions, resolving difficulties, and alleviating the natural stress and tension associated with change

• Ensure the volume and pace of change is controlled to avoid change fatigue and mitigate disruption across the business

When you combine a commitment to the five models of IT fitness with effective PPM and OCM, you create an organization that will thrive in enterprise agility.

While the road may feel long for those just beginning to improve project portfolio management fitness, with the right tools and the right mindset, support is available every step of the way. Wherever you are in your IT fitness journey, ServiceNow has a solution to support your IT organization.

Start by exploring Strategic Portfolio Management to discover how business works better when IT is a strategic partner.

Learn More