



# ServiceNow a business unchained

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*How ServiceNow is shaping up to be the first  
Enterprise Transformation Orchestration  
Platform*



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## About this report

Following detailed briefings at the recent industry analyst summit, this report examines the value of the Now Platform from ServiceNow in digital business transformation. Three main sections explore the case of the Now Platform and a final concluding section with recommendations.

- The first examines the business context and the need for enterprises to take a platform approach instead of managing enterprise applications one department at a time.
- The second examines the Now Platform in more detail and its potential role in accelerating and orchestrating digital business transformation.
- The final section provides a real-world example of a platform strategy at the global fast-fashion company, Inditex, valued at around \$100bn. Their brands include Zara, Pull&Bear, Massimo Dutti, Bershka, Stradivarius, Oysho, Zara Home, and Uterqüe.
- Finally, I conclude with some guiding principles based on observations over the years across industry and public sector; and some cautionary advice for ServiceNow.

The ultimate challenge for any business boils down to one thing - how to stay relevant to its existing and potential customers. This strategic imperative is barely discussed, but as external change accelerates, businesses, in particular, are forced to adapt in ever more compressed timescales

My view is the Now Platform has and is already showing positive signs of playing a vital orchestration role in this regard. As an independent IT industry analyst, this represents my honest opinion. You, as the reader, can judge if I've got this right or not, but in any event, I hope it provides some food for thought to help you on your accelerated transformation journey and unchain your business.

### Section titles:

- **The business context and drivers for the Now Platform**
- **Why consider ServiceNow and the Now Platform as a foundation for rapid and orchestrated business transformation?**
- **Inditex's customer orientation and platform approach prove their value**
- **CX-Create's recommendations for enterprises and ServiceNow**

## The business context and drivers for the Now Platform

### The pandemic has acted as a transformation accelerant

Much has been written and reported on the impact of the Covid-19 pandemic on businesses of all hues. Above all, it has highlighted the need to adapt rapidly to cope with the seismic changes impacting customer behaviors. It continues to be a transformation accelerant, forcing CEOs and their colleagues to reinvent how they engage with customers through digital means and enable their dispersed employees to support them. But it goes beyond digital routes to market.

It impacts the entire value network from demand to supply and new product and services developments. The challenge to cope with change and adapt rapidly to evolving customer and employee behaviors and expectations has been more acute for companies ill-equipped for rapid change. The more digitally evolved have found it easier to adapt. Especially those like Inditex (discussed later) that have always looked on the enterprise as a single circular system and have made substantial progress with their operational and engagement platforms.

Far too many, however, remain trapped in a viscous tangle of outdated and fragmented monolithic legacy systems, processes, and practices, and they have struggled to adapt. Like industrial-age dinosaurs, the facts of external reality and the potential impact on the business take too long to penetrate the minds of decision-makers. Leaders of these companies fly blind in the absence of timely insights resulting in compounded errors of judgment to the detriment of their customers, growth ambitions, and employees' livelihoods. The unforeseen crisis has exposed operational weaknesses, outdated practices, and the shortcomings of disconnected legacy IT landscapes and hard-wired processes built for more predictable times.

On the positive side, the pandemic has created a healthy sense of urgency. Unraveling the IT tangle and getting it on a more resilient and adaptable footing presents a monumental mountain to climb for many large enterprises, with few obvious paths to the summit. Complexity and the fog of uncertainty threaten forward momentum. Nevertheless, almost everyone recognizes the need for transformational change. The spirit is willing, but the flesh is weak.

### Successful transformation rates below a third indicate substantial barriers

A range of surveys and studies put the success rate of digital transformation programs below one in three. According to a [McKinsey study](#), a lack of strategic boldness is one primary reason for lackluster performance. The CEO is in a unique position to broker cross-organizational cohesion. Still, due to lack of digital knowledge or confidence, too many leave it to IT and line-of-business heads to fix localized operational weaknesses. This CEO hands-off approach is the old model, investing a department or application at a time. These departments may now be more digital, but this piecemeal approach to digitization perpetuates silos that negatively impact the customer experience and the ability to respond in a timely and relevant manner. Certainly, many have gained marginal cost benefits transitioning to the cloud, but a lift-and-shift replication of existing applications fails to unlock revenue-generating innovation and value – a case of the emperor's new clothes.

### The business architecture must be holistic and coherent

On the other hand, successful companies take a holistic view of their organizations and focus on creating a much more connected, systemic, dynamic, and fluid operational environment. This new perspective represents a shift from industrial-age business thinking as a collection of mechanical cogs to an organic view—the enterprise as a living, alert and dynamic value creation system. Visionary leaders give digitization an emancipating purpose. To create new capabilities and

unleash the skills and efforts of employees, the ecosystem of partners, and suppliers with a clear and compelling purpose - the co-creation of value. Value for customers, employees, communities, and more recently, the planet, with astute investors and shareholders benefitting as a result.

### **The living system approach**

Rather than face the choice of rip and replace or heavily customize in a vain attempt to stay current, leading companies with visionary leaders take a platform approach. They scrap the deadwood while forging closer connections with strategically essential enterprise applications. They want a unified and coherent organizational environment. They seek to clear the data arteries of the business, applying AI to make sense of it and create fluid and adaptive end-to-end processes.

However, the transformation challenge is also impacted by external factors that can frustrate progress.

### **External factors drive the need for platform thinking and intelligent orchestration to underpin successful business transformation**

The acronym VUCA – volatile, uncertain, complex, and ambiguous has been used as a catch-all for businesses' ever-changing world. Another acronym, an approach to coping with VUCA, is OODA – observe, orient, decide and act – the OODA Loop. Curiously both came from the US armed forces. The former from students at the US Army War College. The latter, from Colonel John Boyd, a former F-86 fighter pilot in the Korean war back in the 1950s.

### **Visionary leaders prioritize adaptive speed and orchestration – a platform play.**

Visionary CEOs will recognize the increasingly VUCA conditions faced today and are busily transforming their businesses to cope and thrive. They embed OODA loops throughout the organization to sense and respond intelligently, like a living system or organism. This idea of an enterprise as a living system is no longer a fantasy. Advances in AI over the last few years have greatly augmented a firm's sensing capabilities. If AI algorithms and localized use cases are connected via a platform, then what happens in one part of the organization can trigger a reaction in another when workflows are interconnected. Processes are designed end-to-end, not department-by-department. For example, poor weather might cause a delay in the JIT delivery of a critical component to an industrial customer that could derail production. The component's value may even be relatively small, but the impact of not getting it on time could run into \$millions of lost sales. An alternative source may be found if the problem is identified immediately, perhaps from stock allocated to another customer with a less urgent need. Millions of such incidents can be preempted if the enterprise's sensing mechanisms or OODA loops are connected and the underlying processes. Operational silos, fragmented data and applications, and disconnected AI make this impossible.

To sense, respond and adapt at speed, businesses must move from the old industrial sequential and linear approach to a more radial and connected one. Work needs to be orchestrated. This is a platform play.

### **Greater complexity threatens to slow down transformation speed and increase reputational risk**

#### **More regulation**

Most industries face increased regulation, and those operating across regional and national borders face a vast swathe of rules that can impede transformation progress. Ensuring regulatory compliance is also vastly helped through platform thinking. Sudden changes in regulations can be more easily cascaded to different applications connected and controlled by the platform.

### **Climate change and the drive to accountable sustainability**

Climate change, the new impetus from COP26, and a rising groundswell of public opinion of the critical importance of sustainability is now a board-level concern. Investors, regulators, employees, and the public increasingly ask companies to address social and environmental issues. The EU Commission in April 2021, the new Corporate Sustainability Reporting Directive proposal (CSRD) is setting standard European reporting rules. Over 50,000 companies will have to report sustainability information according to mandatory EU sustainability reporting standards. As with GDPR, we can expect a similar requirement to surface in other regions of the world. The reporting burden will only increase on businesses. Particularly substantial international producers and energy consumers, often the largest creators of waste. The get-out clause of carbon offsetting is increasingly viewed as green-washing. Reputational risk is considerable, and environmental, social, and governance (ESG) is now firmly on the corporate risk register. Platforms have a significant part to play in extracting the required information, and as we will see, the Now Platform already has that in hand. Companies that embrace the platform approach, like global fashion manufacturer and retailer Inditex (discussed later in this report), can stay ahead of ESG and mitigate reputational risk.

### **Skills shortages and competition for talent threaten transformation progress**

The final driver for a platform approach, although not obvious, is the current battle to upskill existing employees, enable them to work happily and productively in hybrid working environments, and compete for new tech-savvy talent. While HR has the primary role for finding and onboarding new hires, employee expectations have also been shaped by their anxieties brought on by the pandemic and their enjoyment of best-in-class consumer experiences. Employee experience is a vital element of the customer experience. If it is positive and employees are supported by easy access to contextually relevant information when they need it, they find it easier to deliver a great experience to the customer. Fragmented systems with little thought for the end-user experience get in the way of this dynamic. Employees need a consistent and helpful UX that recognizes their context (role and job-to-be-done) and removes unnecessary friction. Even if old systems are to be maintained, a common standard interface layer provided by a platform eliminates that barrier. It also makes it easier for employees as their careers progress and they move into other roles.

### **Continuous innovation must accelerate for businesses to win**

It is not enough to deliver a positive customer experience; companies must continuously innovate and create new forms of value to retain existing customers and attract new ones. Operational excellence must be a given, and the customer experience must be mutually rewarding. As behaviors, expectations, regulations, and technologies evolve ever faster, shaped by their own invisible OODA loops, businesses must adapt accordingly. Better still, disrupt competition with vision, insight, and foresight. But while doing all that, enhancing the ESG capabilities and credentials. This demands a new set of integrated value disciplines that must be orchestrated to fulfill the transformational vision. What is needed is a transformation orchestration platform (TOP).

## **Why consider ServiceNow and the Now Platform as a foundation for rapid and orchestrated business transformation?**

ServiceNow's Analyst Summit 2021 was topped and tailed by strategy and vision. It started with Nick Tzitzon, Chief Strategy and Corporate Affairs Officer, and ended in a fireside chat between Bill McDermott, President and CEO, ServiceNow, and Tzitzon, asking the questions. In between, briefings were given on ServiceNow's investment priorities, recent acquisitions, and strategic

alliances to strengthen the platform. A host of customers, mainly under NDA, provided proof points around the vision and fulfillment of the strategy. The ‘platform of platforms’ mantra resonated with them. What struck me was the level of ambition and buy-in to the vision by everyone who participated, with annual revenue of \$15Bn set as a useful medium-term success indicator and a stepping-stone to greater things to come.

### **Visionary purpose, a supportive culture, and good timing build momentum for ServiceNow**

The company built its reputation on the back of IT Services Management (ITSM), which proved very popular for CIOs, managing the complex array of IT tasks found in all large organizations. It then expanded to cover customer service management (CSM), providing support for customer service agents and field service engineers servicing customers. At this stage of its evolution, I paid it little attention, as my focus (while at Omdia, formerly Ovum) was on the broader omnichannel customer engagement challenge facing businesses and the emergence of what I call customer engagement platforms.

This changed in late 2019, when ServiceNow raised its sights considerably, picking up the gauntlet and positioning the Now Platform as the *platform of platforms* supporting the more expansive remit of digital transformation. This represented a significant leap in ambition. So what does ServiceNow have going for it that promises success?

### **Cultural values allied to a service orientation gives ServiceNow an advantage**

Since its founding in 2003, ServiceNow has always been humble, which hasn’t changed. Humility and ambition may seem unusual bedfellows, but the former inoculate a company against destructive arrogance while the latter gives everyone a consuming sense of purpose. With humility comes respect for customers and colleagues and a determination to learn, share ideas and improve. A constant focus on service and swarming around customer problems to help customers achieve their aims is also a sign of humility. Several unprompted customers described how quickly ServiceNow responded to a problem and ensured the right people were involved in fixing it. This willingness to collaborate focused on customers’ desired outcomes gives ServiceNow, allied to its market success, considerable pulling power to attract the best engineering talent.

McDermott reinforced both the cultural aspect of humility and service. Customer service is often viewed as the concern of the customer service and support department. ServiceNow’s perspective is that everything a company does is ultimately in the customer’s service. The platform’s goal is to enable everyone in the enterprise to serve their customers and deliver growth by removing complexity and lightening the administrative load.

This attitude has echoes of the [Putting the Service-Profit Chain to Work](#) by James L. Heskett et al. 1994 HBR. It is potent when coupled with an even older idea (whose time has come) from the 1970s from Robert K. Greenleaf in [The Servant as Leader](#). The former recognizes the crucial link between highly motivated, empowered, and happy employees and positive customer experiences that lead to growth. The latter upends the old hierarchical command-and-control leadership. Where servant leadership exists, the CEO is concerned about the wellbeing and personal development of employees and providing an environment where they flourish and play a full part in serving customers and benefitting society. It may seem altruistic, but this philosophy has never been more relevant with the global focus on sustainability, equality, and inclusion. It’s an antidote to the pandemic-induced Great Resignation that many companies currently suffer.

## Overview of the Now Platform

Figure 1. provides an overview of the Now Platform, outlining its capabilities and potential to enable and orchestrate business transformation. Tzitzon explained that the platform's development is focused on C-suite business priorities. Notably, creating the digital environment that fosters growth and attracts and retains top talent. Essential attributes of the platform to support these priorities include optimizing and enabling consistent end-to-end processes and workflows across the organization. There is also considerable focus on simplicity, security, and scalability across the unified platform. ServiceNow does not compete with ERP. It recognizes that most large organizations have already invested tens of \$millions in enterprise applications from various vendors. The Now Platform is designed to co-exist and add additional value to them, acting as the transformation facilitator and orchestrator-in-chief.

## The platform of platforms positioning

The 'Platform of Platforms for Digital Workflows' positioning articulates its purpose. It is not just providing the low-code tools to make it easy to create new workflows, but also bi-directional integration with leading enterprise applications to unclog the data arteries of the business. ServiceNow's stated ambition is to make ServiceNow the defining enterprise software company of the 21<sup>st</sup> century. My view is that it starts by positioning the Now Platform as the transformation orchestration platform (TOP) that it is rapidly becoming.

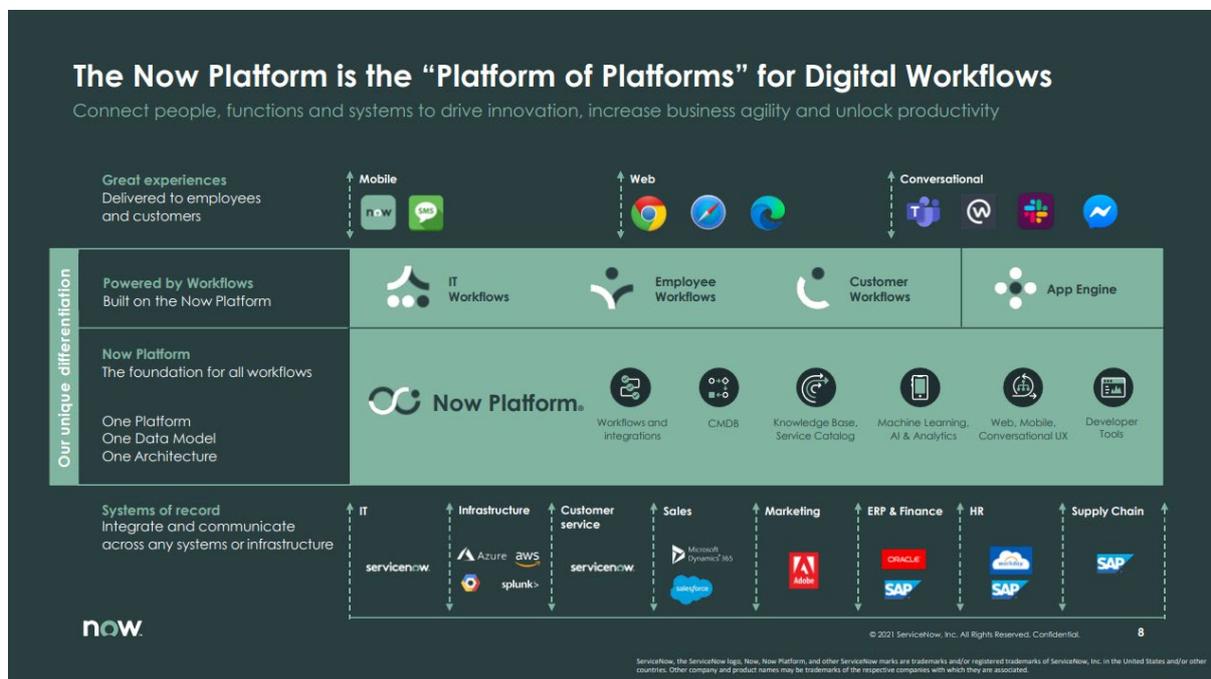


Figure 1. The Now Platform 2021, source: ServiceNow

## The timing for the Now Platform couldn't be much better

As we saw earlier, large enterprises are up against the clock and can only keep up with accelerating change through organizational coherence, coordination, collaboration, and orchestration of all their efforts. A mechanism such as the Now Platform with an enterprise-wide service orientation enables all four. The two-day analyst summit covered much ground and detail, some elements under NDA until January 2022. However, the aspects which stood out given the transformational business context discussed were:

- The platform architecture
- A focus on the employee experience
- Strategic technology partnerships to augment the platform
- Support for continuous innovation
- ESG support as part of the platform

I'll now examine each in turn.

## **The advantages of the Now Platform architecture**

The Now Platform architecture has several essential attributes that make it valuable as a transformation orchestration platform:

### **A unified architecture**

Built on a common codebase and single data model, all components work together fluidly. All parts are aware of each other, making it easier to reuse and configure features for new use cases. It also reinforces the platform's integrity and supports agile development methods for rapid delivery. The unified architecture makes it easier to provision across different hyperscalers cloud infrastructure. This allows enterprises to use their preferred cloud infrastructure partner – AWS, Azure, GCP, etc. Multi-cloud support is also provided.

### **A focus on employee experience**

Employees are often an afterthought for new business applications, but not with the Now Platform. User-centric design thinking underpins a consistent and user-friendly role-based interface. ServiceNow's stated aim is to make the experience enjoyable. Legacy applications plugged into the platform also benefit from the same UX, making it easier for employees to work with different applications as they move around the company. Hybrid working styles are also supported, including the extensive use of intelligent voice assistants.

Beyond the UX, the Now Platform also has applications and workflows to support the complete employee lifecycle from onboarding to exit or retirement. ServiceNow has signaled further developments in 2022.

### **The standout strategic partnership is with Celonis**

On October 6, 2021, ServiceNow and Celonis announced a strategic partnership. Since first seeing Celonis at Sapphire, SAP's major annual conference, I've followed them for half a dozen years or more. It is no surprise that Celonis is valued at over \$11bn.

Founded in 2011 in Munich, Celonis is a pioneer in process mining for those unfamiliar with the company. Transforming a business is a slow process when people rely on old-fashioned process mapping techniques in the hands of business analysts. Process mining uses the digital exhaust from enterprise applications to determine precisely how work gets done. Celonis also quantifies the impact of deviations from the ideal in terms of time and financial consequences. The company has moved beyond process mining and now includes planning and simulation capabilities and can analyze and send instructions to operational systems to optimize execution capacity. The other side of the process coin is the workflow. This makes the marriage of ServiceNow and Celonis a perfect match. Celonis provides the process and execution capacity truth, and the Now Platform's low-code and drag-and-drop workflow capabilities provide the rapid process optimization capabilities.

This partnership promises to accelerate transformation in how work gets done at an unprecedented speed. The partnership should not be a surprise. McDermott brought Celonis into the SAP product

list and undoubtedly had this partnership in mind when he became ServiceNow's CEO. ServiceNow has other strategic alliances, notably with Microsoft (Azure and Teams), AWS, and Google Cloud, but the partnership with Celonis promises to be a game-changer in the drive to hyper-automation. We can expect more evidence of this in 2022 as joint solutions come to light.

### **Support for continuous innovation**

The primary purpose of the Now Platform is to accelerate the digitization of organizations to transform businesses at a pace that ensures persistent customer relevance and resilience. In addition to highly configurable workflows that make it easy to optimize processes, low-code aids the rapid development of new capabilities and, potentially, new business models. Many product companies are also digitizing their products and moving to product-as-a-service business models. This has already happened in the airline and automotive industries, where planes and vehicles are offered on rental or usage. It is also happening in insurance, where motor insurance is provided based on actual mileage and driving performance. The Now Platform provides the flexibility, integration with IoT, and development tools to enable such business model advances.

On January 18, 2022, ServiceNow Impact was released - a value acceleration solution that addresses many of the pain points associated with digital transformation efforts. It provides a single 'pane of glass' to help developers identify and predict potential issues. A library of accelerators will also be mapped across particular development journeys supported by an AI engine to capture learnings and continuously improve. A squad of ServiceNow engineers will provide additional expertise at different stages of development to ensure business outcomes are realized.

Developers can monitor development progress across all transformation projects and provide visual reports for the C-suite to see the value realized after each milestone and the accumulative impact. It also provides benchmarks so companies can understand how they perform compared with peers.

### **Launched on November 18, 2021 [ESG support](#) is now part of the platform**

Research conducted by ServiceNow in the Spring of 2021, found that 81% of the C-suite consider environmental, social and governance (ESG) assessment and management a top priority. ServiceNow has developed an ESG Control Tower to build transparency into ESG initiatives across the enterprise. The solution fosters widespread adoption and visibility into key metrics to support governance and disclosures. Customer workflows can be used to operationalize the core pillars of a company's ESG program. Everything from planning, managing, risk management and reporting is provided.

## **Inditex's culture, customer orientation, and platform approach prove their value**

Inditex is one of the world's largest fashion companies, better known for its brands, especially Zara (69% of group sales) and seven others: Pull&Bear, Massimo Dutti, Bershka, Stradivarius, Oysho, Zara Home and Uterqüe. Founded in 1963 by Amancio Ortega in Spain, Inditex has annual sales of around €35 billion.

## Customer-centric business design

What is most remarkable about the company, is the longevity and consistency of its business model built on a common design principle with the customer at the center – see figure 2.



Figure 2. Inditex business model principle. Source: adapted from [Inditex](#)

While technology has changed dramatically in the intervening years, the core principle remains unchanged. Everything is integrated and connected from the initial design, sourcing, production, logistics, and stores (physical and commerce). The customer is not just on the receiving end of the value chain but an integral co-creator of product design through continuous daily feedback and astute use of big data and AI. For each of its 92,000 employees, the day starts with a discussion on what could be done better to improve the customer experience. This customer-centric approach and holistic view of the business as a unified value creation and delivery system is one of the chief reasons Inditex has grown. Employees are well trained and encouraged to share their observations no matter their title or position. Humility is an essential attribute. Ortega personifies this with his attitude: “I am the property of my business, not the reverse.”

This circular customer-centric business model has given Inditex a distinct advantage over its nearest rival, H&M. Supply lines are short in each of the 96 countries served supplied by 12 integrated supply-chain clusters. This enables the company to complete the entire cycle from design to in-store delivery in three weeks and respond to local demand with unfailing regularity. Very little stock is unsold boosting margins and reducing waste.

## **Continuous digital transformation keeps Inditex ahead of competitors**

While the pandemic in 2020 hit global revenues by around €8billion, the group has adapted swiftly. Revenue losses through store closures have been significantly offset through eCommerce expansion, which is expected to account for 22% of sales in 2022. In November 2021, the company reported sales growth of 49% and €1.1billion in profits, underpinned by the integrated platform approach. According to its recent interim half-year results for 2021, it is investing €2.7billion in developing the Inditex open platform, described as a proprietary digital operating system. Investment in online commerce will reach €1billion by the end of next year.

But the company's success also includes considerable progress with its ESG goals.

## **Inditex ESG program is highly evolved and global**

Every element of its circular operations has ESG built into it. Its two key commitments are:

- Commitment to the circular economy and decarbonization is in line with the COP25 Paris Agreement.
- Commitment to sustainable development goals and, ultimately, promoting and respecting human rights.

Fashion, especially fast fashion, has been in the uncomfortable spotlight for several retailers, where child labor has been used. Inditex has instituted governance policies and inspections of working conditions at its suppliers for many years.

In 2020 Inditex announced that it had 100% eco-efficient stores across all its brands worldwide. Its clothing uses 100% sustainable sources. Each of its 700+ designers has been thoroughly trained in the circular Global Fashion Agenda.

Inditex is committed to zero waste from all facilities by the end of 2023 – headquarters, logistic centers, and stores.

By the end of 2025, 80% of energy will come from renewable sources, and it has committed to 100% sustainable cotton, polyester, and linen.

## **Governance and management of sustainability is embedded in the organization**

The company had been on the ESG trail long before it became fashionable. A Social Advisory Board was established in 2002, consisting of leading external experts and advisors. The aim is to ensure the voice of all stakeholders in societies where it operates is heard and acted upon.

Each brand has a head of sustainability, reporting to the Chief Sustainability Officers (CSO), who reports to the group's sustainability committee and, in turn, to the board of directors.

## **Inditex has become a platform business**

Everything from its culture, customer-centric operating model, and Open Platform architecture enables the group to quickly sense, respond, and adapt. It works faster than its rivals and does it sustainably, putting people at the heart of its business and empowering them to act in the interests of customers and society. It is one of the best examples of transformational success at a scale that I have seen, built on enduring values and an integrated and customer-centric business model.

## CX-Create's recommendations

### Recommendations for enterprises

At the outset, I explained that no matter the industry, the ultimate challenge for any business boils down to one thing - how to stay relevant to its existing and potential customers. I argued that to create the conditions for success, each company must develop a coherent and unified business. Given the poor outcomes of most digital transformation initiatives, the CEO and leadership team must take control. Far too much of the transformation burden rests on CIOs, many of whom struggle to get top-table support and recognition for their often heroic efforts.

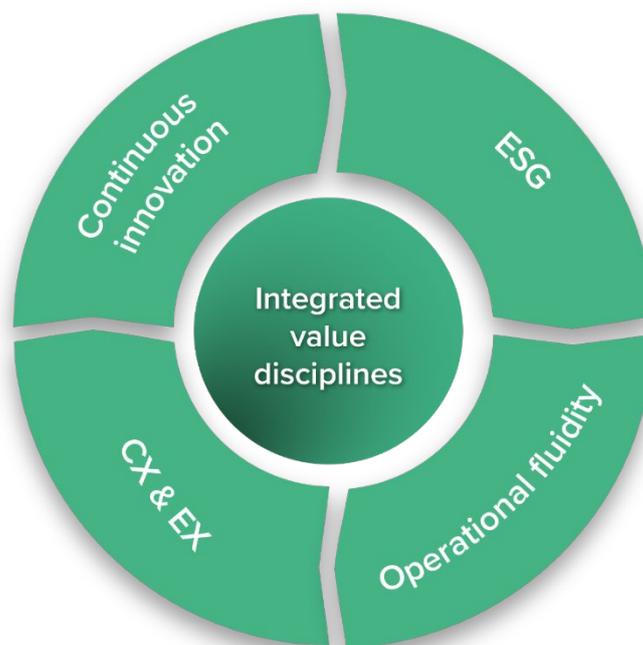


Figure 3: Four Integrated value disciplines. Source: CX-Create 2021

Four essential value disciplines (outlined in Figure. 3) must be embraced to emulate the success described in the Inditex case summary:

- Develop operational fluidity – to accelerate effective execution. ServiceNow and its strategic partnership with Celonis offers a means to remove friction and increase throughput.
- Work on customer experience as a continuum of the employee experience – the service profit chain is relevant today.
- Continuously innovate and create new forms of value to maintain customer relevance. This may be in new digitized products and services or in finding novel ways to enhance the customer experience.
- Embed ESG within the fabric and culture of the organization and track progress and compliance.

- Finally, a platform approach will help unify transformational initiatives, and the Now Platform should be investigated as a potential transformation orchestration platform to accelerate progress across the four value disciplines.

### **Recommendations for ServiceNow**

- Continue on the current path and keep faith with CIOs who need as much help as possible to accelerate transformational efforts.
- Develop compelling case stories around imaginative transformations, emphasizing the business impact and how success has been achieved. These lessons will resonate with C-level business people seeking advice and guidance.
- Accelerate the development of transformative solutions with Celonis – the combination could be genuinely transformative.

## Appendix

### About CX-Create

Jeremy Cox founded CX-Create Limited in January 2021, a former principal analyst at Omdia (formerly Ovum) focused on customer engagement strategies and platforms.

He is recognized by major CX vendors, clients, and former colleagues as a leading thinker in customer experience and engagement. Formative experiences in the 1990s at IBM convinced him of the critical importance of understanding the business world from the outside-in. These insights were put to practical use in his former roles as a principal CRM consultant at KPMG Consulting and as an independent consultant supporting public and private sector organizations.

CX-Create's mission is to help enterprises and the vendors that serve them remain relevant. The company's primary focus is to track and understand the constantly evolving customer experience world and share those insights with clients.

### Further reading

Further reading can be found on our [blog](#) page, covering the following categories:

- Account-based engagement
- Cultural orientation
- Customer engagement platforms
- Essential CX-tech series
- Guiding principles for CX
- Innovation platforms
- Startups and scaleups for innovation.

## CONTACT US

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