



Depth of ServiceNow Platform Utilization and Business Delivery Performance in Enterprise Project Management

Deeksha Sivakumer

University of the Cumberland, Williamsburg, KY, United States

ABSTRACT: To offer workflow, resource, data, collaboration and governance in complex organization settings, digital platforms are increasingly being sought after in enterprise project management. However that does not imply that when an enterprise platform is adopted, a better project delivery ensues. In this paper, the relationship between level of leverage of ServiceNow platform and performance of business delivery in enterprise project management is discussed. The conceptual framework of the proposed ServiceNow Utilization-Delivery Performance (SNUDP) frames the utilization of platforms in terms of five dimensions: the level of workflow automation, integration level, the use of analytics and reporting, support collaboration, the use of governance. The postulated dimensions will influence the performance of business delivery through three mediating capabilities of the process visibility, effectiveness of decision-making, and operational nimbleness. Business deliverables are evaluated based on the time of project delivery, project cost-effectiveness, quality, stakeholder satisfaction and productivity. The parameters of organizational preparedness and user competency are also considered as the moderating processes in the model and further responsible and capable of strengthening or weakening the relation between the use of platforms and delivery outcomes. The research design proposed will be a quantitative empirical research design in which the surveys are filled; validation of the survey and statistical analysis (reliability, correlation, and regression, structural equation modelling) will be used. The study will seek to determine whether more profound and more comprehensive use of ServiceNow features leads to quantifiable results of enterprise project delivery and which capabilities of the platform have the most substantial impact on the organizational performance.

KEYWORDS: ServiceNow, Enterprise Project Management, Platform Utilization, Workflow Automation, Business Delivery Performance, Digital Transformation, Process Integration

I. INTRODUCTION

Blistering evolution of the digital transformation has transformed radically the way the organizations planned, executed, monitored and controlled the projects. Enterprise Project Management (EPM) is highly related with complex portfolios, distributed groups of team members that are geographically spread, the presence of business process and integration, the versatility of the stakeholders as well as the ever changing organizational priorities. The extreme reliance kind of conventional project managing through spread sheet request, disjointed applications, hand-based approvals and fragmented reporting of this environment often fails to offer the visibility and responsiveness needed in this environment. The trend is forcing companies to become the same common online environment to make their operations more simplistic, tedious operations more automated, facilitate collaboration and aid in making decisions based on the data. ServiceNow has been observed to be a huge enterprise technology of simplifying workflow, service process, project operations, operational data and governance procedure into one digital environment.

However, deploying of an enterprise platform does not always result in improved business outcomes. It is quite possible that organizations utilize ServiceNow heavily and only a partial part of the capabilities. An example is an enterprise that may use the platform primarily by simply processing tickets or other less challenging workflow automation without taking the next step toward professional analytics, system integration, portfolio management, resource optimization, governance and performance intelligence. So, there is no question of whether an organization has embraced the service now or not but it is the volume and size of use that would matter in terms of whether the more the service is utilized the more the project/ business delivering is performed. This differences substantively on the breadth of the platform adoption and platform utilization which offers a helpful bases when participantate the value created by the enterprise digital platforms in practice.



Project delivery in management of any enterprise is done on different dimensions which are interdependent to deliver projects in an effective way that involve schedule compliance, sufficiency of costs, quality and productivity, satisfaction of stakeholders, minimisation of risks and even the rate in which an organisation is capable of meeting new demands of its clients. Any results can also be communicated with ServiceNow and relate the project workflows to the business processes and operational data of the organization. It can be automated and may minimize the number of manual interventions, the processing time, and may be unified with the enterprise systems, which can make the information more consistent and decrease the degree of information fragmentation. Equally important, reporting and analytics can give the information to the project managers timely; as far as performance is concerned and hence, the deviations are known earlier and their choices made on the basis of more knowledge. The ability to work together and govern functions can assist in better coordination, accountability, compliance and visibility of the organization.

Although these advantages have potential, the conceptualization and the empirical data draw seriously deficiencies in linking the depth of ServiceNow implementation to performance when examining the business delivery. The current discourse of enterprise platforms also often focuses on implementation and adoption, digital transformation or on one or another functional capability. Relatively slight focus has been put on exploring utilization as a multidimensional concept and deciding whether organizations which rely on more comprehensive and profound set of platform features experience quantifiable enhancements in project delivery. Moreover, it is necessary to dig deeper in the organizational circumstances where deeper utilization has better outcomes. The presence of the following factors may also be influential in the ability to transform technological capabilities into business value and they may include the organizational preparedness, staff competence, maturity of the processes, and preparedness to respond to changes.

In this paper, the author suggests ServiceNow Utilization/delivery performance (SNUDP) Framework to address this lack. The framework views the depth of ServiceNow use in terms of five key dimensions that include depth of workflow automation, integration maturity, use of analytics and reporting, collaboration enablement, and governance use. The different ranks which the enterprise can connect the platform with its project management and business processes are these dimensions. The proposed scheme puts in context the usage of ServiceNow as a continuum in which the simplest form of utilization is operation use and the overall and analytically empowered governance oriented utilization is the simplest and most extreme form of utilization as compared to dichotomous adoption decision.

The framework has also proposed causation that usage of platform has an influence on performance of delivery of business based on three great organizational capabilities that define the process visibility, effectiveness of business decision making and agility of operations. A better visibility of the processes can help the project stakeholders to identify those bottlenecks, dependencies as well as risk and performance deflections. Effective decision-making will be able to aid in resource allocation and corrective actions in a timely manner. Operational agility can result in organizations being adaptable in workflows and project activity based on a requirement to adapt to business needs. These mediating skills lead to a conceptualization over how more use of platforms could be translated into physical improvements to delivery.

The suggested structure uses various indicators to balance the performance of the business delivery and some of them include: Timeliness of delivering projects, cost-efficiency, quality, Stakeholder satisfaction, and productivity. Other potential modulators that can be discussed within the framework are organizational readiness and user competency. A platform that is not only technically sufficed but is developed by inadequate skills on the part of the involved users or even the platform is not well fitted in terms of organizational processes to utilize the opportunities presented might not be of much value. In accordance with this, an additional investigation of such contextual variables could help in giving a more detailed picture of the effects of using such technologies on the performance of organizations.

The existing study is, consequently, also likely to test the associations empirically during the rigor of the exploitation of the ServiceNow, as well as the rate of business project management and nature of utilization and most powerful dominating contribution to the business delivery results. The paper adds to the literature by abandoning the thought of simple adoption of technology and embracing a multi-dimensional analysis of the degree of depth in utilisation of platforms. It also provides enterprise managers and project leaders with a systematic base to evaluate the investments in the service now capabilities in generating a measurable business value. Results might assist organizations to prioritize the capabilities of automating, integrating, analytics, collaboration, and governance based on involvement in the performance of delivery. In conclusion, the paper aims at creating a better evidence-based gauge of how more thoroughly, and strategically embedded use of ServiceNow can be used to aid in reliable, productive, agile and high-performing enterprise project delivery.



II. RELATED WORK

The swift utilization of enterprise digital platforms has additionally led to an increasing enthusiasm in understanding how the application of technology can be transformed to measurable organization and project delivery outcomes. Some of the issues that literature has covered are enterprise service management, project-management capabilities, information architecture, organizational change, information-system performance and the return on investment (ROI). The studies preceding have yet tilted to count each of such dimensions separately and herein it is viable to perceive the correlation between the degree of employing of the ServiceNow platform and execution of a business delivery at enterprise management of projects.

Ezeagwuna [1] offers the closest basis of the current research since it explores the ROI in enterprise service management and the contribution of ServiceNow to enhance efficiency and cost reduction in organizations. The paper highlights how ServiceNow could be used to ensure that the process of automation optimization of resources and operation performance and creation of measurable value to the organization could occur. As it has been revealed in this work, it is impossible to consider ServiceNow as primary focus on an implementation based on utilisation of technology but rather as a platform allowing to develop the driving performances in a business. The ROI and efficiency concern is however not adequate to the extent that it can be studied the effects of different levels or dimensions of ServiceNow use on the project delivery outcomes. This view is further developed in the current paper, where in conceptualizing the concept of utilization depth, the authors consider workflow automation, workflow integration, workflow analytics, workflow collaboration and workflow governance.

The article by Hermano, Martin-Cruz and Pajares [2] examines the impact of a dynamic capacity of project-management on the performance of a firm. Through their work, it is shown that organizational capabilities can be used when maximizing project-management practices on high performance products. This view is especially applicable since the enterprise platforms are also technologically enable, and their applicability can be determined depending on the ability of the organizational entities to utilize the capabilities in project-management processes. The article backs the claim that the use of technology should be considered in conjunction with organizational strengths instead of being an independent technological factor. However, it does not delve into the which workflow platforms enterprises, such as ServiceNow, have adopted and the level of their adoption specifically.

Turner [3] offers the widest possible view on the research on organizational behaviour in a project management. The paper emphasizes the contribution of both the organizational and human factors in determining the project outcomes. Such factors are communication, coordination, leadership, relationships with the stakeholders and organizational behaviour that drive the project performance, the formal processes and technologies. The reflections of these results verify the necessity to pay attention to the collaboration empowerment, competence of users, and the readiness of the organization in the suggested framework. The current study is based on this organizational perspective by exploring the role of the enterprise platform in enabling these activities by providing integrated workflows and information.

Morris [4] analyzes the process of strategic analysis of project management and its increased importance in history. The paper unveils the shift that occurs in project management and how the management has been improved so as to become more operational and the overall assets of the organization and strategic ability. The described trend is especially timely in the field of modern business when the project portfolios become increasingly dependent upon the business strategy, operating workflow and digital technologies. The results ensure a theoretical basis of looking into the usage of ServiceNow in the enterprise project management instead of evaluating it on an individual service-management basis. Piwowar-Sulej, Solynik, and Rzycka-Antkowiak [5] speak about the introduction of Management 3.0 and its regularities and conditions. The study concludes that management style and practices in an organization are influenced by the contextual factors. This observation is true in the context of implementation in digital platforms because their offering of sophisticated platform functionality does not necessarily mean their effective application towards organisations. Organizational preparedness, employee competency, management support and process maturity are a few factors that can influence the realizations of technological investments. The proposed model consequently views organizations readiness and user expertise as their moderating factors in their correlation in the utilization of service now to the effectiveness of business delivery.

Kotusev, Kurnia and Dilnutt [6] study the environment of enterprise architecture in terms of its information architecture. Their study is especially useful to the dimension of maturity of incorporation of the suggested framework. Enterprise platforms constantly become part of wider digital ecosystems, and they need to work to support effective information structures, interoperability, integration, and support organizational processes. The more in-depth



application of ServiceNow also presupposes linking the enterprise applications and streams of information. This paper will hence prove the hypothesis that the supplementary platform incorporation will be more prone to bring about increased prominence of information, process and it can lead to giving a superior project delivery.

The issue, which Nakash and Bouhnik [7] address, is the possibility to measure ROI of the knowledge-management initiatives. In their work, the problem of how to transform the investments contained in information and knowledge into the measurable benefits of an organization is pointed out. The ServiceNow is also connected with this issue due to high implementation, customization, integration and training and maintenance costs. Technical adoption alone is not enough, it should be the measure of whether such investments make a tangible contribution to productivity and decision-making process, efficiency and business outcomes. The current research fulfills this criterion with the bridging of the connection between the use of the platform and the measurable indicators of delivery-performance.

In such a way, the integrative systematic literature review of the thought of ROI on quality-improvement programmes on big scale is given by Thusini et al. [8]. Their work proves that ROI evaluation must take into account both financial and non-financial gains and that organizational changes might be realized in a number of ways. This school of thought backs the hypothesis of the multidimensional performance of business delivery measurement adopted in the current research and comprising of time and cost-efficiency, quality and volume of business delivery and satisfaction of business stakeholders.

Meng and Berger [9] discuss the possible way of measuring ROI of activities related to internal communication in organizations. Their study illustrates that it is imperative to create quantifiable relationships between operations and performance results of an organization. Against the backdrop of project management enabled by using the ServiceNow, improved interaction and dissemination of information may translate into achieving the improvement of the coordination process and faster decision-making. Thus, the conceptualization of communication and collaboration, offered in their work, as the ways in which the use of technology may pose an impact on organizational performance, is conceptually justified.

Andru and Botchkarev [10], deal with the performance measurement and assessment of the information system on the basis of ROI. This paper has offered a valuable methodology to consider enterprise technologies in terms of quantifiable organizational results as opposed to mere implementation measures. The specified principle can be tightly applied to the present study as the implementation of the ServiceNow will be assessed in the long run by the effect they will have on the business and project performance.

Heavey, Ledwith and Murphy [11], introduce a continuous-improvement system that aims at improving the organizational ROI. Their research refers to the relation of process improvement to the organizational value. This forms the basis of the proposed role of workflow automation and operational agility so that, as many of the processes are used more frequently on ServiceNow, the constant excellence of processes, the reduction of irrelevant manual work and an increase in efficiency of the deliveries will be possible.

Lastly, Nowogrodzki [12] brushes on capabilities of the project-management software to contribute to both scientific and project based work. The experiment demonstrates how digital project-management tools may be helpful with regard to organizing activities, coordinating the involved people, managing information as well as supporting realization of a project. Even though the study does not directly address the topic of ServiceNow, and enterprise-level performance measurement, it nevertheless preaches the potential of project-management software in enhancing the coordination and control of the workflow.

In general, the articles reviewed suggest that the ServiceNow functionality, project-management functionality, enterprise architecture, organizational situation, information systems and ROI are significant factors that define the performance within an organization [1] in [12]. Nevertheless, there is some gap that can be identified: there are no empirical data in the literature that show the significant interest in the extent to which an integrated enterprise platform is utilized and how much it is immediately and indirectly reliable in terms of business-delivery performance when it comes to managing enterprise projects. The majority of the existing studies analyze the areas of technology adoption, ROI, project capabilities and organizational as individualized. The proposed research will be used to fill this gap because it will use ServiceNow Utilization- Delivery Performance (SNUDP) Framework that will focus on the utilization depth, contextual moderators, moderating organizational capabilities, and multidimensional business delivery outcomes.



III. SERVICENOW UTILIZATION–DELIVERY PERFORMANCE FRAMEWORK

The suggested ServiceNow Utilization-Delivery Performance (SNUDP) Framework is created to describe how the level or how much an enterprise uses the ServiceNow platform could contribute or impact business delivery performance within business enterprise project management. Enterprise service management, project-management capabilities, information architecture, organizational behavior and technology based performance measurement are some of the perspectives that have been used by previous researches [1] -[12]. However, little has been done to determine whether an amount of platform use, rather than the mere adoption or just availability, sums up to improved project delivery outcomes. The SNUDP framework fills this gap by theorizing the utilization of ServiceNow as a multidimensional organizational competency, and by introducing process, decision making, and agility mechanisms, in which utilization can affect business performance.

The structure comprises of five key elements: depth of ServiceNow utilization, mediating organizational mechanisms, business delivery performance, organizational readiness, and user competency. The framework assumes that increased and higher utilization of ServiceNow opportunities is also a variable that creates more visibility, more efficient decision-making, and increases operational agility, which, consequentially, results in an improved performance of projects delivery.

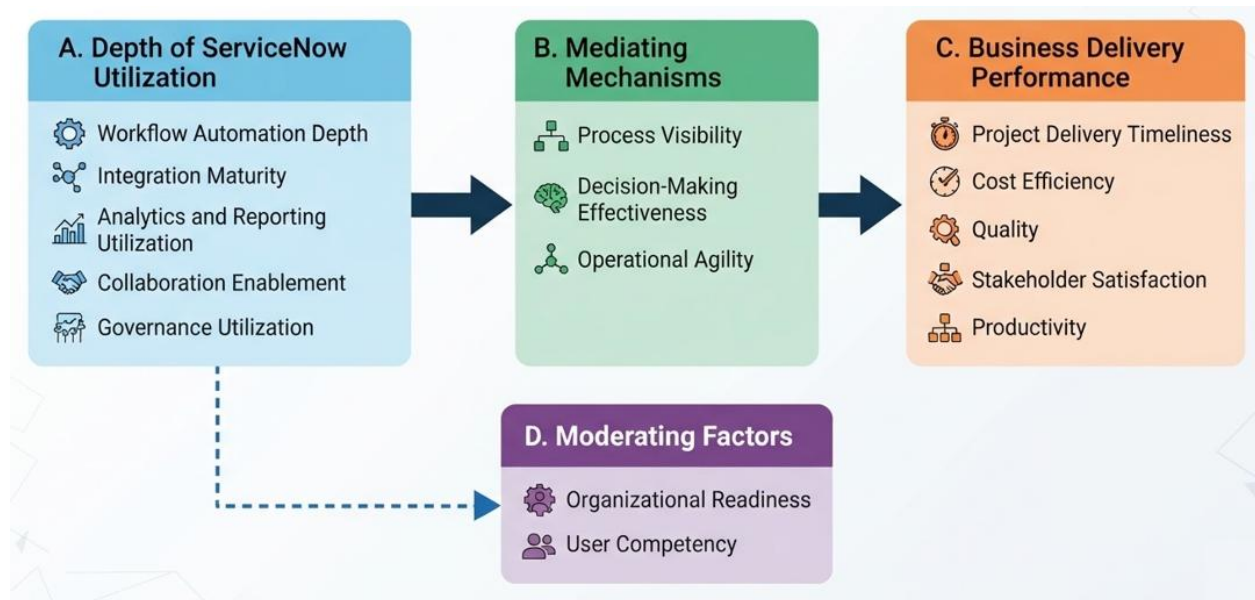


Figure 1- Overall Architecture of the SNUDP Framework

3.1 Depth of ServiceNow Utilization

The main independent construct of the framework is Depth of ServiceNow Utilization (DSU). In contrast to this binary approach of studying ServiceNow adoption, the framework can look to what extent organisations optimise the capabilities of the platform in both operational and project-management operations. Such a dissimilarity is significant, as various organizations can harness the identical platform and derive totally dissimilar amounts of enterprise value via the platform.

On the five dimensions, DSU is defined in terms of workflow automation, integrations level, its use of analytics and reporting, its collaboration and use of governance, among other factors.

The degree of workflow automation is the degree of automating both repetitive projects and rule-based business processes with the help of ServiceNow workflows. Automation can improve less human intervention, standardization of processes, quickening approvals and reduction of process delays. The continuous-improvement strategy additionally implies that the optimization of the processes and frequency of systematic working processes are probable to contribute to efficiency and payoff within the organizations [11].



Maturity level of integrating ServiceNow is the degree to which it is integrated with the enterprise-level applications information sources, communication systems and other platforms within the organization. In a mature organization, boundaries of information fragmentation are minimised and uniformity of information across boundaries is realised. The literature on enterprise architecture stresses the importance of information structures, and integration to support the enterprise level coordination and management of information [6].

The level of analytics and reporting utilization is the level to which the information generated by ServiceNow is translated into a form of dashboards, performance, trend metrics, alerts and decision-supporting information. Proper use of analytics might help the managers to detect the bottlenecks, track the project progress, assess resource utilization, and evidence-based decisions.

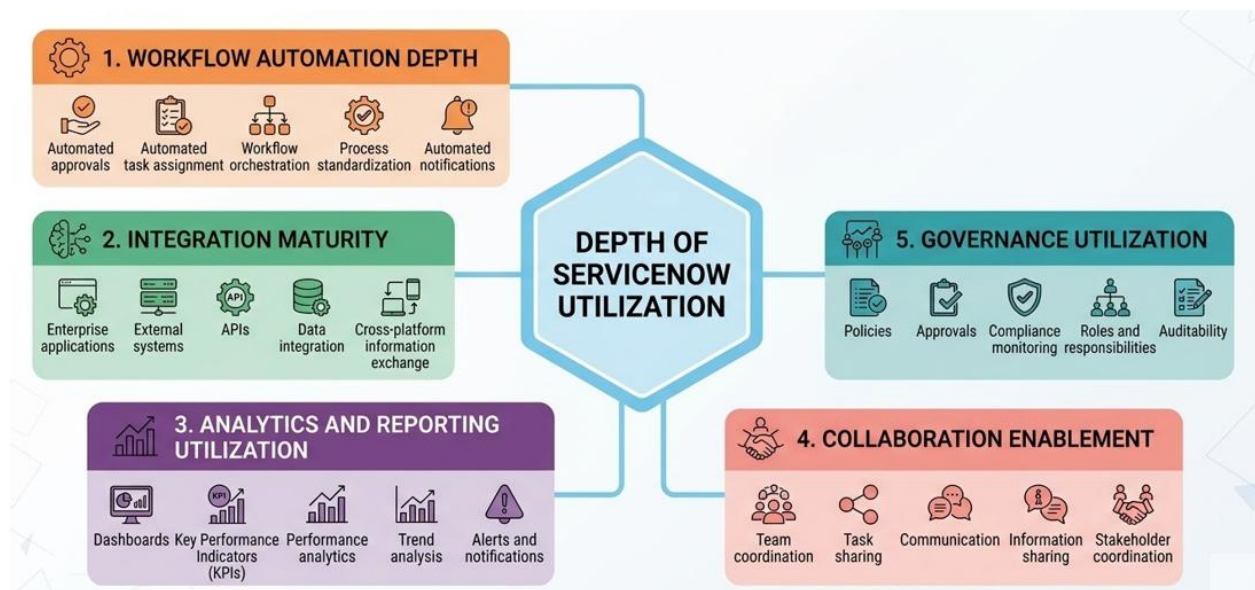


Figure 2- Dimensions of Depth of ServiceNow Utilization

The empowerment of collaboration is geared towards the capture of the potential on how the abilities of ServiceNow could be applied to support communication, activities coordination, sharing of information and collaborative efforts among functions. The importance of organizational behavior and the collaboration processes in an effective project environment is highlighted by the project-management research [3]. As a result, the value will be created when platforms are used not only through automation but also the improved collaboration of stakeholders of a project.

The governance practice indicates how ServiceNow may be applicable in supporting the organizational policies, controls, approvals, monitoring compliance and role responsibilities and standardized procedures. The use of governance can lead to better accountability and consistency in the process and lesser differences in performing projects.

3.2 Mediating Mechanisms

The framework also assumes that there are three mediating constructs that can be used to explain how the use of ServiceNow can be transformed into the result of the business delivery process visibility, decision-making effectiveness and operational agility.

Process visibility means the ability to have accurate, timely and integrated information in as much as concerns project activities, processes, resources, risks, occurrence, work and performance. Ternary use of platforms should lead to an increase in visibility as it will centralize the information on operations and provide a centralized monitoring. Increased visibility implies that managers can identify deviations and bottlenecks in their process sooner in it.

Effectiveness in decision making can be defined as the skill on the part of the project/ organizational managers to make evidence-based, timely and informed decisions. The voids of data can be worked over with the help of analytics, dashboards and workflow information and the inbuilt information which can reinforce the consciousness of managers. The documents on measurement of information-system performance and ROI document comply with the larger of the



principles of evaluating technologies used by an enterprise on the basis of their role in the process of organizational decision-making and quantifiable results [10].

Operational agility is defined as the flexibility of the organization towards the changeable project requests, resource limits, dangers, priorities and demand of the stakeholders. A set of standard workflows and automation would decrease the response times and the integrated information would be utilized to coordinate swiftly. By this, the farther the role of ServiceNow is crucial in an organization, the more the operational agility the organization will be expected to exhibit. The interrelationship between the use and delivery performance of ServiceNow will most probably be mediated by the three mechanisms. By so doing, the framework does not assume that technology is necessarily going to result in high-performance. Instead, it implies that the value generated by platform capabilities lies in providing visibility, high-quality decision making, and responsiveness of the organization.

3.3 Business Delivery Performance

Dependent construct is Business Delivery Performance (BDP) which is the stage where enterprise projects, and other other business programs accomplish the anticipated goals in terms of the delivery. The framework operationalises BDP based on five dimensions: The timeliness of project delivery, cost efficiency of the project, quality of the project, satisfaction between the stakeholders and productivity of the project.

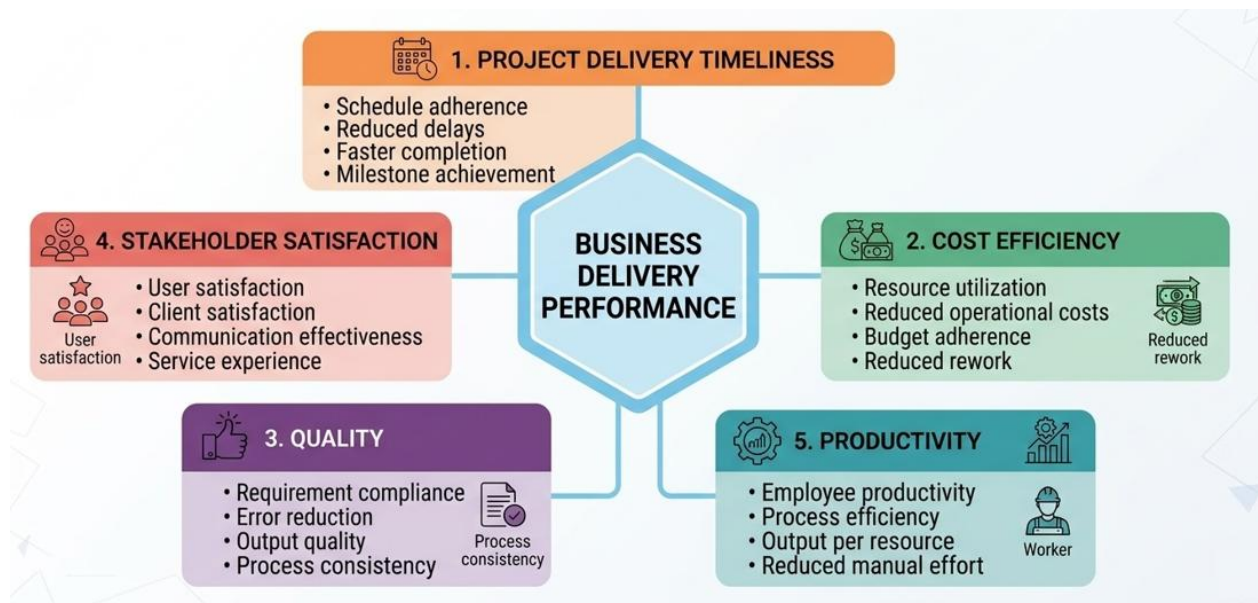


Figure 4- Business Delivery Performance Measurement Model

Timeliness of project delivery is an issue to do with whether the organization of the business can carry out activities besides the projects in a timely manner. One such cost efficiency illustrates an efficiency in utilizing the financial, human and technological resources. Quality is the level of fulfilling the set pre-established requirements and the organizational standards. The stakeholder satisfaction unites the perceived value and efficiency of projects delivery by the project to the clients, managers and users among other stakeholders. When output is compared to resources used, the meanings of productiveness would be optimizations.

This theoretical formulation is multidimensional, and may be identified with other wider literature that suggests that investment in organizational technology should be on-measured to detect monetary and non-monetary indicators in performance, but not quantify the actual technological adoption [7], [8], [9], [10]. Thus, SNUDP framework views the performance of the business delivery as being a more inclusive product since it encompasses the operational, financial performance, quality and stakeholder performance.



3.4 Moderating Factors

The organizational preparedness and user competency are the variables, which would have to be minimized within the framework. This is encompassed by the fact that this value generated by an enterprise platform is not only measured by technological prowess used to drive it but is on the organisational environment where the technology is applied.

Organizational readiness is the organizations readiness when it comes to leadership support, infrastructure, maturity of the processes, change management, resource availability and readiness of the organization to harness the ServiceNow capabilities. Organizations that have a better preparedness should receive more gains of higher platform use.

The user competency shows that the employees are conversant with, capable, and implement the features of the ServiceNow in addressing the issues. Although more advanced platform functionality exists, the lack of user competency can lead to less real usage and decrease the achievement of anticipated benefits. The need to consider contextual and human factors in the effective implementation of technology is backed by research on organizational change and management practices [5].

Along these lines, organizational preparedness and user capabilities will be inclined to either reinforced or null the outcomes of the ServiceNow usage on the mediating processes and, eventually, on business delivery.

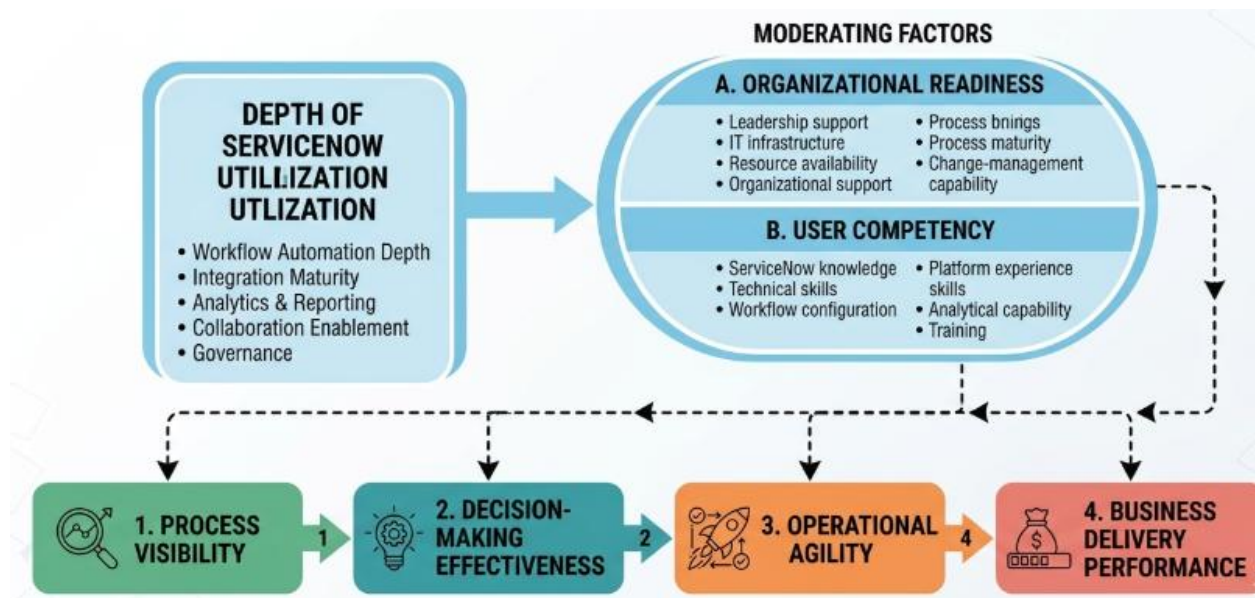


Figure 4- Moderating Role of Organizational Readiness and User Competency

3.5 Relationships within the SNUDP Framework

The model proposes a step by step linkage whereby the higher the capacity of the ServiceNow utilization the greater the clarity of the processes, efficiency of decision making and agility with operations and hence increment in delivery efficiency of the business. The correlation of the utilization depth and performance of business delivery with the platform, which also can be directly improved by advanced capabilities of the platform, is also considered.

Meanwhile, the direct relations between the use of ServiceNow and each of the mediators and the relations between the ServiceNow use and the performances of the business delivery are implied. Mediators of these are organization preparedness and user expertise.

In general, SNUDP Framework is a sort of follow-up of already existing studies as it does not focus on whether an organization is using ServiceNow, but the extent and the level of its usage of the platform. It has integrated technological, as well as, management and performance perspectives of the view in a single model. This frame is capable of suggesting an initial point of departure which can be systematically implemented in the empirical exploration of the question of whether greater use of ServiceNow will result in empirically measureable enterprise project delivery change and which mechanisms and contingency factors are operative in which change takes place.



IV. FRAMEWORK EVALUATION

The suggested ServiceNow Utilization-Delivery Performance Framework (SNUDP) must be appraised in a systematic form to see whether its constructs and the suggested relationships are enough to show the connection among the ServiceNow utilization and enterprise project delivery performance. The validation process should test the construct validity, reliability, explanatory power and predictive extrapolate and the significance of the proposed relationships. The assessment plan is presented in the subsections below.

4.1 Construct Validation

Evaluation starts with the use of constructs which are part of the SNUDP framework. To measure the construct in response to the independent construct, depth of ServiceNow Utilization, depth of workflow automation, integration maturity, analytics and reporting utilization, collaboration enablement and governance utilization will be leveraged to measure the construct. The visibility of the processes, effectiveness and agility of the decisions, business delivery performance should include timeliness, cost effectiveness, quality, stakeholder satisfaction and productivity are the supposed mediating constructs to be provided.

Measurement items could be developed as per the existing literature and it could be adapted to the ServiceNow enterprise-project. Content validity should be done by experts that comprise the project managers, ServiceNow professionals, Enterprise IT managers as well as the academic researchers. Their assessment may find the suggested indicators to be sufficiently satisfactory in their ability to gauge target constructs and that proposed items are different, explicit and nonspecific.

4.2 Reliability and Measurement-Model Evaluation

The reliability evaluation should ascertain whether or not the measurement items are always reflective of their corresponding constructs. Cronbachs alpha and composite reliability can be used to measure the internal consistency. Factor loadings must also be analyzed to know whether the individual indicators or not will be relevant enough to their underlying constructs.

Average variance extracted (AVE) can be used to measure convergent validity but existence of discriminant one can be also measured by the appropriate criteria, including FornellLarcker criterion and the heterotraitmonotrait ratios. Such tests play crucial roles since the dimensions in the SNUDP framework have conceptual interrelations with each other particularly the process visibility, decision making effectiveness and operational agility. Due process: development of measurement validity implies that there will be enough underlining constructs in the further structural analysis.

4.3 Structural-Model Evaluation

Once the measurement model has been proven and is correct, structural relations as suggested in the SNUDP framework are to be tested. It will then be placed in a position to analyse the first-hand impact of the level of utilization of ServiceNow to the business delivery performance and the impact on the three mediating mechanisms. Integrations of process visibility and decisions making performance, agility and delivery performance should also be tested.

The strength and statistical significance of the proposed relationships can be determined by comparing the path coefficients and levels of significance, confidence levels and the effect sizes. The mediation analysis will determine whether or not the operational agility, decisions making effectiveness and visibility of the process can be used to explain a portion of the correlation between depth of the service now utilization and business delivery in terms of performance.

4.4 Moderation and Predictive Evaluation

The framework also assumes that the variables that are in the middle are the preparedness of an organization and user competence. The moderation analysis can therefore compare whether the strength of the relationship that exists between the use of ServiceNow and delivery outcomes be different along with the level of organizational readiness and user proficiency.

Other steps to consider in the analysis of the predictive capacity of the framework are explained variance (R^2), magnitude and predictive relevancy. Further explanatory and predictive power would give an empirical confirmation of the hypothesis that deep utilisation of ServiceNow is a factor of sweeping change in project delivery to the enterprise.



4.5 Overall Framework Assessment

Lastly, the SNUDP Framework needs to be tested on the basis of theoretical consistency, empirical validity, explanatory power and usefulness. The presence of such a framework with valid constructs, direct relationship, which is not trivial, non trivial mediating relationship and moderate level of moderating relationship would be evidence of the fact that depth of use of ServiceNow is a predictable determinant when it comes to performance of an enterprise in regard to delivery of results.

The assessment is also structured to find out not only a yes no but when it is worth it to implement ServiceNow, what are the elements of the utilization that create the value and how applied to the organization under what circumstances the organization. This also offers a stronger foundation on which to learn and implement the delivery of service now-enabled projects in the form of a company-wide project delivery system.

V. CONCLUSION AND FUTURE WORK

5.1 Conclusion

One of the frameworks that this paper proposed is the ServiceNow Utilization-Delivery performance (SNUDP) Framework, which could help identify how far the scope of ServiceNow platform utilization can determine the outcome of delivering business outcomes when project managing enterprises. In contrast to traditional technology-adoption views that mainly look at the presence or absence of the implementation of a platform, the suggested framework seeks to fill the gap by exploring the degree to which organizations leverage workflow automation, integration, analytics and reporting, collaboration, and governance features.

The model also presupposes following process visibility, effective decision-making and operational agility as key mediating variables that through which an increment in the platform utilization may translate into enhanced-delivery outcomes. The business delivery performance can be conceptualized in terms of timeliness of the project, cost-efficiency, quality, satisfaction of the stakeholders, and productivity. Also, organizational readiness and user expertise are mediating variables since the technological potentials do not necessarily lead to the successful performance of an organization.

The SNUDP Framework thus offers a combined viewpoint linking the usage of enterprise-platforms and quantifiable project and business outcomes. It can enable organizations to go beyond judging the use of ServiceNow based on adoption rates, or single measures of efficiency, to a more in-depth analysis of the transformations of platform capabilities to delivery value. The framework also offers the basis of empirical research and the comparison of the organization of different degrees of maturity on ServiceNow.

5.2 Future Work

Future research can empirically test the SNUDP Framework, using survey-based and organizational performance data which can be collected using enterprises utilizing ServiceNow. Structural equation modeling can be used in direct, mediation, and moderation research of the proposed constructs. Also, longitudinal research may also be able to explore the level of usage that can bring long term gains in the performance of the delivery.

It might be a step further and add to the framework such aspects as organizational culture, maturity of change-management, and leadership support, governance of cybersecurity, data quality and capabilities of artificial intelligence in future studies. Organizational arrangements based on the industry such as health care, banking, manufacturing, education and government may also be discovered out because relative studies in the various industries may determine that the relations of the same affairs may be different under different circumstances.

Another essential direction is the implementation of the new AI-enabled functionality of ServiceNow such as predictive analytics, intelligent automation, generative AI, and autonomous workflow support. The further study can hopefully be in a position to draw a conclusion on whether even bigger improvement to the agility of the operations, quality of decision-making and project performance can be achieved with the help of AI-enhanced use of platforms. Finally, to make a quantitative assessment of the maturity of the platform, researchers can define a standardized ServiceNow Utilization Depth Index, with the help of which enterprises can be compared.



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