HFS Top 10: ServiceNow Services 2021

May 2021

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Excerpt for Accenture

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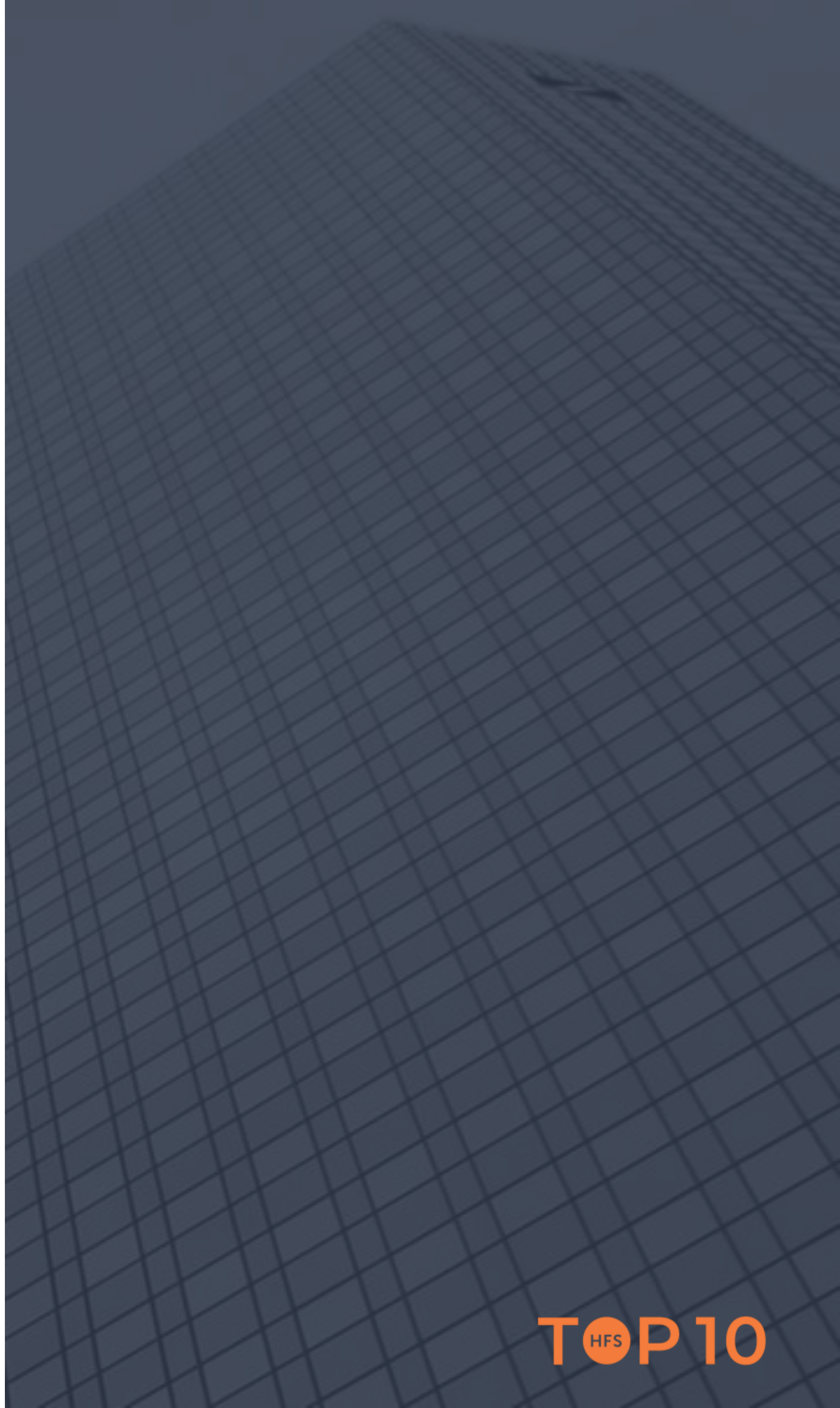
ServiceNow's single data model and workflows in the cloud are the key value propositions clients call out. Its ability to drive those workflows across organizational boundaries puts ServiceNow at the heart of strategies for operationalizing the OneOffice. Client journeys no longer start necessarily with IT workflows; rather, service providers are helping clients achieve cross-functional workflows.

—Tom Reuner, Senior Vice President, HFS Research



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Introduction and ServiceNow value chain

Introduction

- This May 2021 *HFS Top 10 ServiceNow Services* report is a refreshed and expanded version of our 2019 ServiceNow ecosystem analysis. This report builds on previous years' reports, which you can find on www.hfsresearch.com.
- The HFS Top 10 ServiceNow Services report examines 16 service providers across a defined series of innovation, execution, and voice of the customer criteria. The report highlights the overall rankings for all participants and the leaders for each sub-category. It focuses on ongoing third-party services as defined by our ServiceNow services value chain.
- This report also includes detailed profiles of each service provider, outlining their overall and sub-category rankings, provider facts, and detailed strength and development opportunities.
- We based this Top 10 research on interviews with 59 enterprise services clients from the Global 2000, in which we asked specific questions about the innovation and execution performance of the service providers we assessed. We augmented the research with information collected in Q1 2021 through provider RFIs, structured briefings, networking events, and publicly available information sources.

ServiceNow services value chain

Plan	Implement	Manage	Operate	Optimize
• Enterprise architecture strategy • Business-case development • Compliance and risk assessment • Security implications • HR and talent management strategy • IT Service Management roadmap • Enterprise Service Management advisory • Platform functional and strategy audit • Governance policy • Rollout strategy • Usability and accessibility	• Project management • Data migration • Setting up the ServiceNow platform suite (ITSM, ITOM, ITBM, ESM, CSM, SecOps, etc.) • Service catalog management • Process automation and customization • Solution and technical design • Enterprise systems integration • Leverage repository of pre-built components and utilities • Custom application development • Organizational change management	• Ops-as-a-service delivery model • Platform and data governance • Upgrade support • ServiceNow helpdesk • Ongoing integration • Support and maintenance • Service level management • Administration outsourcing • Testing and QA • New release and upgrade coordination • Training and certification • Acceptance testing	• Helpdesk management • Service desk management • MSI/SIAM • IT service continuity management • Availability management • Capacity management • Financial management • Identify changes in service delivery to support changing business requirements (e.g., M&A and new IT) • Mandatory regulatory adjustment ramification and resolution	• New ServiceNow feature module value identification and benefit analysis • Ongoing ServiceNow module adds, upgrades, migrations, and consolidation • Best practice understanding, documentation and end user adoption, content creation, and curation • User community participation • Integration of relevant ecosystem technologies and data

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Executive summary

Executive summary

OneOffice Alignment	ServiceNow is evolving into a critical enabler for operationalizing the OneOffice. Its single data model and cross-functional workflow mindset help clients overcome organizational boundaries and silos. ServiceNow is an enabler for providing compelling digital customer and employee experiences underpinned and enhanced by operational agility, allowing organizations to react to fluctuating demands, especially in these pandemic times.
Far beyond IT workflows	The journey with ServiceNow no longer necessarily begins with IT requirements. Instead, the diversification of ServiceNow's capabilities can be seen in the fact that some customers feel comfortable starting their journey in customer service, HR, or even vertical buildouts. However, not all of these journeys are cross-functional. Some customers are content seeking synergies from shared accelerators and best practices.
Where the magic happens	The wheat gets separated from the chaff when providers move beyond IT workflows that are often implemented with an offshore-centric approach to managed services. The leaders push cross-functional workflows toward Enterprise Service Management (ESM) and industry-led solutions with an emphasis on broader transformation. Verticalization both of solutions and go-to-market is the next frontier for ServiceNow.
The winners	We have assessed 16 service providers across execution, innovation, and voice of the customer criteria. The top five leaders are 1. Accenture, 2. Infosys, 3. KPMG, 4. EY, and 5. DXC. These leaders' shared characteristics include enabling broader transformations, clear value propositions for the power of AND rather than piecemeal tech, excellence in internal IP development, deep and ever-evolving third-party partnerships, and the ability to deliver business outcomes.
Voice of the customer	The unsung heroes are often the leading pureplays such as Enable Professional Services or Plat4mation simply because "they are not GSIs" (global system integrators). Clients value customer-centricity and a focus on outcomes rather than on the bottom line. To some extent, mid-tier providers get similar feedback, with LTI being a good example. However, compelling operational transformation is where the leading providers stand out.

3 Research methodology

How we assessed providers for the ServiceNow services Top 10

Execution—33.3%

Scale and growth of ServiceNow practice (25%)	Enterprise Service Management maturity (25%)	Consulting, verticalized solutions (25%)	Delivery capabilities (15%)	Account management (10%)
• ServiceNow practice headcount • ServiceNow revenue • Year-over-year growth	• ESM revenue percentage • ESM capabilities supporting other departments (e.g., HR, finance, and facilities management)	• Building vertical solutions and capabilities • Consulting capabilities • Consulting revenues	• Number and spread of delivery locations; supporting clients in international rollouts • Number of clients and geographical spread	• Quality of account management • Responsiveness of service providers toward incorporating clients' feedback to improve service delivery

Innovation—33.3%

Strategy and vision (40%)	Differentiated IP (35%)	Automation and integration capabilities (15%)	Marketing and thought leadership (10%)
• Vision • Roadmap	• Proprietary technologies • Assets on ServiceNow Store	• Automation and integration capabilities	• Marketing and thought leadership

Voice of the customer (VOC)—33.3%

- Direct feedback from enterprise clients via reference check interviews (50%)
- Quality of case studies (10%)
- CSAT Scores (40%)

Sources of data

This report relied on myriad data sources to support our methodology and help HFS obtain a well-rounded perspective on the ServiceNow services capabilities of each of the 16 service providers covered in our study. Sources are as follows:

RFIs and briefings

- **RFIs**—Each participating vendor completed a detailed RFI.
- **Vendor briefings—**HFS conducted briefings with executives from each vendor.

Reference checks

- We conducted reference checks with **59 active clients** of the study participants via detailed phone-based interviews.

HFS surveys

- Each year, HFS fields multiple demand-side surveys in which we include vendor rating questions.

Other data sources

- Public information such as press releases, web sites, etc.
- Ongoing interactions, briefings, virtual events, etc., with in-scope vendors and their clients and partners.

Execution criteria and definitions

Execution	How well does the service provider execute on its contractual agreement? How well does the provider manage the client/provider relationship?
Scale and growth of ServiceNow practice	What is the scale and reach of the provider's ServiceNow practice? How many ServiceNow certifications does the provider have? What is the growth dynamic?
Enterprise Service Management maturity	How is the provider developing its services and maturity level to support organizations in extending the value of ServiceNow across the enterprise in areas such as customer service, HR, finance, and facility management, etc.?
Consulting, verticalized solutions and capabilities	Does the service provider have the consulting services capabilities to tailor solutions to specific client needs? How is the service provider's ability to meet specific needs of industry verticals' capabilities and clients' unique business environments? How does the provider shape its offerings and engagement approach based on the industries' requirements?
Geographic footprint, spread of clients	What is the scale of a provider's ServiceNow practice? How is it positioned to service clients on a global scale? What is the number and spread of the current client list?
Account management capabilities	How effective are the provider's account management teams in supporting client engagements, opening up channels of communication and collaboration, and managing feedback loops to ensure services meet client requirements? How does the provider manage its talent?

Innovation criteria and definitions

Innovation	How well does the service provider innovate its ServiceNow offering(s) in response to market demand, client requirements, ServiceNow releases, and its vision for how the market will evolve?
Vision for roadmap, investments, and co-creation approaches	How are providers investing in the ServiceNow space and bringing in talent, resources, and capabilities to add more value to client engagements? How clear are provider roadmaps for making the right investments in the future? Does the provider participate in any co-creation with ServiceNow or clients?
Differentiated intellectual property (IP), especially ESM, SecOps, CSM, verticals, platform, and assets of ServiceNow Store	Is the service provider developing differentiated solutions and driving an innovation roadmap to deliver more value to clients? Does the provider have a track record of developing innovative solutions across the ServiceNow platform? Do they have any assets in the ServiceNow Store?
Automation and integration capabilities	How are service providers bringing in automation capabilities to support client engagements? Do service providers have a roadmap for developing increased automation and integration capabilities?
Marketing and thought leadership	How is the provider marketing its ServiceNow services? Are the service providers investing in thought leadership to help drive innovation in the space and guide clients? How frequently has the provider developed innovative thought leadership?

Client reference demographics

Exhibit 1: Client references by industry sector

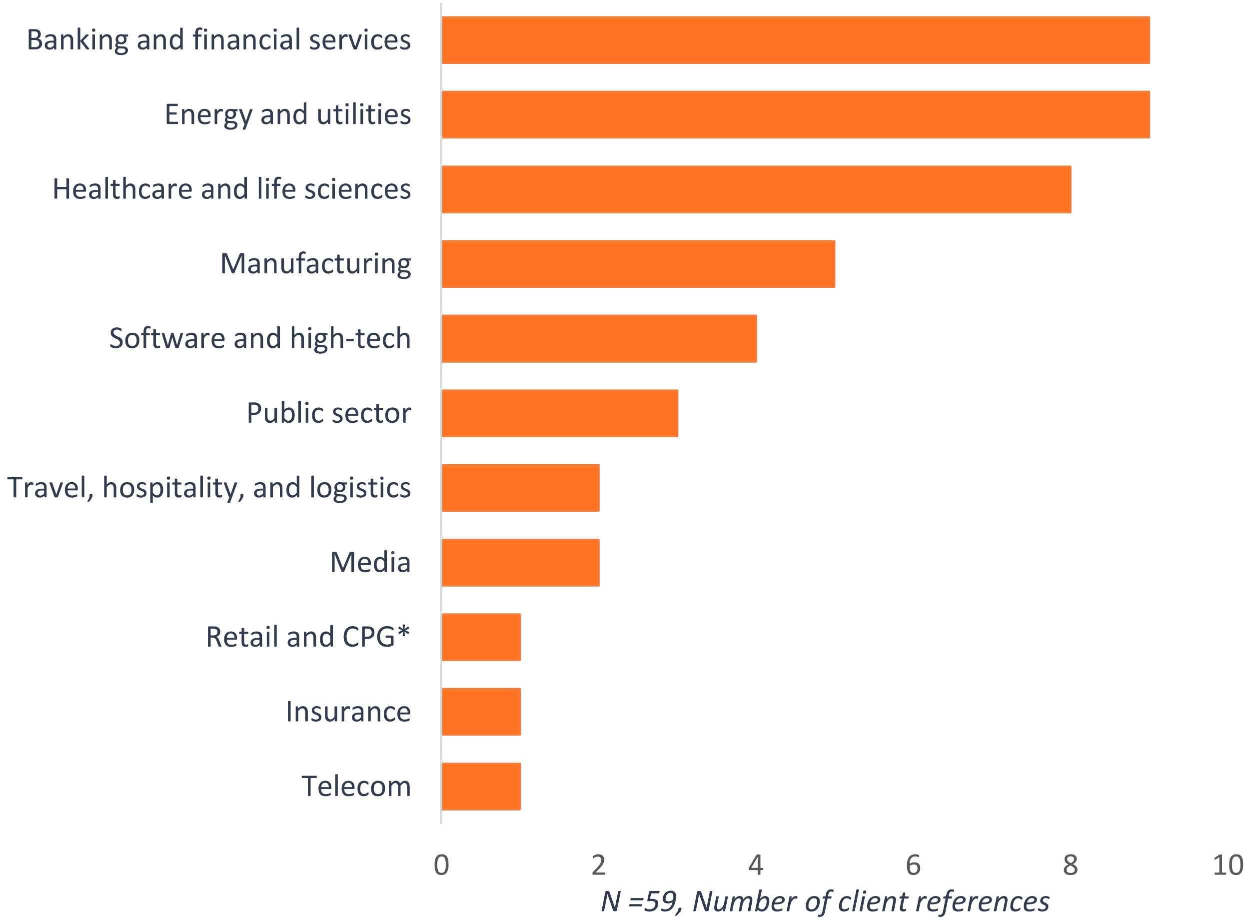
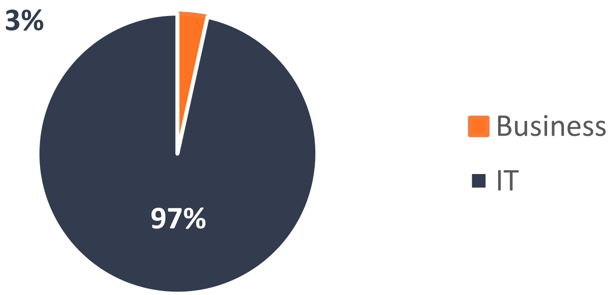


Exhibit 2: Client references revenue

Organizational alignment



N =59, Number of client references

*CPG: consumer packaged goods
Source: HFS Research, 2021

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Market summary—key takeaways

The state of the ServiceNow services market (1/2)

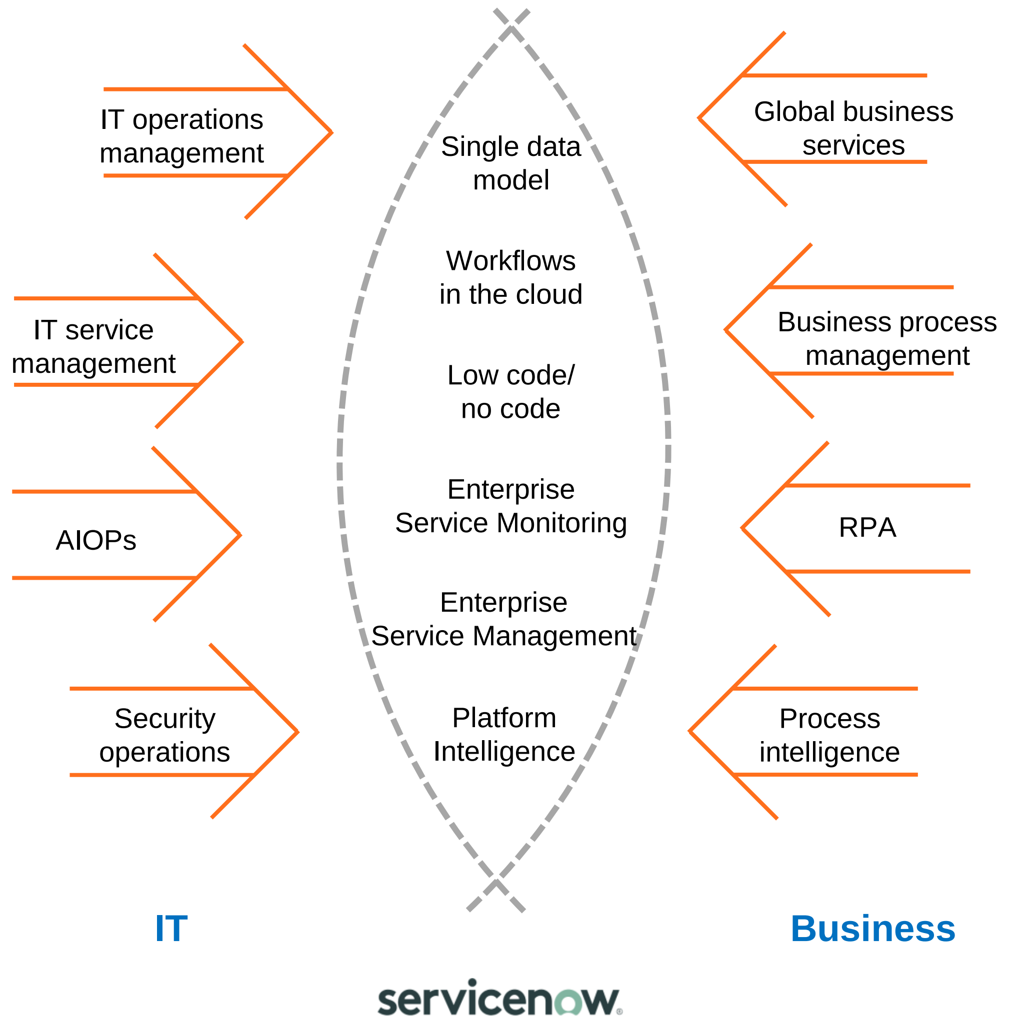
- **Astounding market dynamic:** The dynamic in the evolving ServiceNow services market is nothing short of astounding. ServiceNow's subscription revenues grew 32% in FY 2020. The revenue of the group of participants on average in terms of ServiceNow services grew more than 40% in the same period. Yet, the most fascinating aspect is the breadth of capabilities that are being designed by the service providers. In particular the extension toward ESM (Enterprise Service Management: Customer Services, HR, Facility Management) capabilities, vertical solutions, and customizations leveraging the Now Platform.
- **Service providers adding domain knowledge and integration:** While ServiceNow has built an expansive set of capabilities that go beyond its heritage in IT service management (ITSM), service providers are integrating the at times disparate capabilities into broader transformation initiatives and adding domain-specific go-to-market as well as technology assets. ServiceNow is fostering integration with broader software platforms with its IntegrationHub, which enables the execution of third-party APIs as a part of a flow when a specific event occurs in ServiceNow. This is central for enabling cross-functional workflows that are critical for the OneOffice mindset.
- **Ambition to become the platform of platforms:** With Bill McDermott taking over the reigns as CEO, ServiceNow is ratcheting up the marketing noise. The tip of the iceberg of those efforts it talking up the addressable market by emphasizing that ServiceNow could become the platform of platforms. ServiceNow's IntegrationHub is providing the glue for this evolving ecosystem by integrating applications and platforms through APIs.
- **ServiceNow starts to take hold in global business services (GBS):** One of the most compelling use cases that demonstrates the changing nature of the ServiceNow ecosystem is taking the platform center stage in GBS. We see organizations introduce centralized shared services, GBS for HR, finance, sales and marketing, legal, and internal customer services leveraging ServiceNow as the service management layer.

The state of the ServiceNow services market (2/2)

- **Vertical expansion is the next frontier for ServiceNow:** The ambition to drive ServiceNow deep into industry-led offerings is no longer confined to ServiceNow's ever-optimistic marketing. The tip of the iceberg is the ServiceNow sales teams pitching to banks on reference architecture level where the capabilities drive core banking. This is a marked difference from designing service wrappers that largely "verticalize" core platform competencies. The industry-led approach provides a clear demarcation where the leading providers strongly differentiate from the bulk of the market.
- **Licensing remains complex:** While the broader market retains enthusiasm about ServiceNow's potential and capabilities, many organizations are underwhelmed by its licensing complexity and continuous cross-selling and up-selling activities.
- **Varying degrees of maturity**: We hear about high levels of maturity in ITSM, but this needs to be balanced by the fact that many helpdesk tickets are still not fully digitized and that many organizations continue to struggle with the CDMB. On the lower side of maturity are anecdotes about a global NGO running its entire pension scheme on Excel. On the higher side of maturity, we see organizations, in particular banks, leveraging dedicated ServiceNow centers of excellence (CoEs).
- **The holistic data model is not yet fully leveraged**: While ServiceNow's holistic data model could offer clients a key enabler for moving toward the OneOffice, the reality is that only a few organizations are mature enough to leverage data across organizational boundaries. One of the catalysts for progressing with a holistic data model and approach is Operational Resilience, particularly for UK banks.
- **War for talent**: The battle for talent and M&A activity continues unabated. Acorio (NTT DATA), Guidevision (Infosys), and, most recently, Linium (Cognizant) are the reference points. But we have also seen a private equity firm trying to create a global pureplay (launching a new player called Thirdera, having acquired Evergreen Systems, Cerna Solutions, and Novo/Scale).
- **ServiceNow moved up the service provider value chain**: Accenture created a ServiceNow Business Unit, demonstrating the dynamism of the ecosystem and that the leading providers are viewing ServiceNow in a similar vein to the established main alliances such as SAP, Oracle, and Microsoft. The relationship with and management of ServiceNow becomes institutionalized in these situations. We expect that the broader market will follow Accenture.

ServiceNow is at the heart of operational management—not just IT

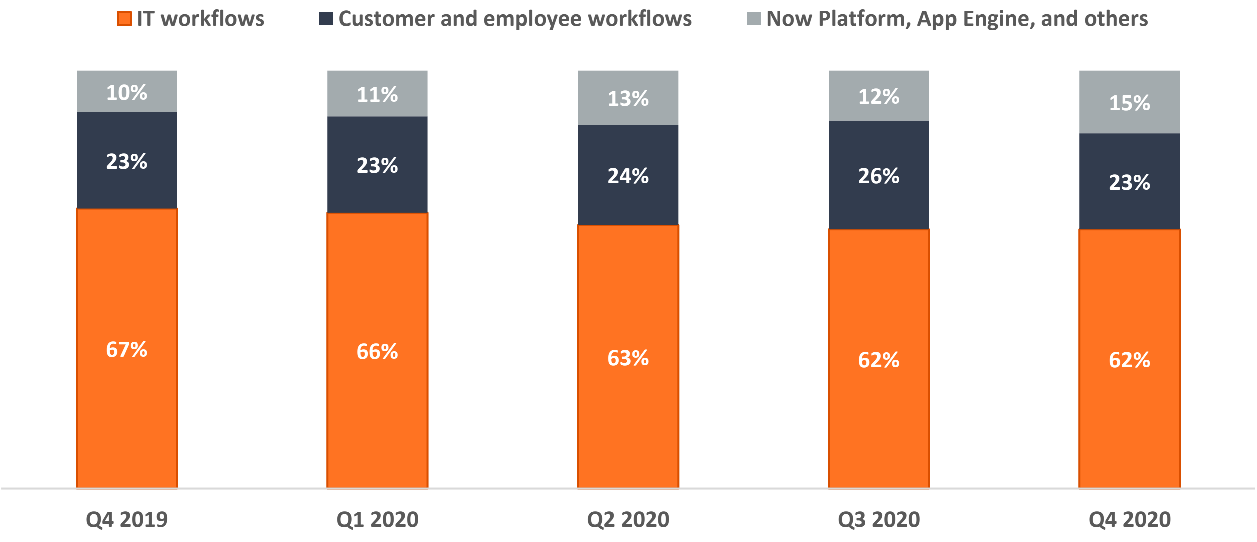
- Given its expansive and at times disparate capabilities, ServiceNow sits at the intersection of many segments. Fundamentally, the cross-functional workflows could see the company push enterprise-wide service management and monitoring, which are still highly fragmented. But, more holistically, ServiceNow could operationalize the OneOffice as it helps clients overcome organizational silos.
- Yet, thus far, we see only limited cross-fertilization between artificial intelligence for IT operations (AIOps) and robotic process automation (RPA) experiences. While ServiceNow is partnering with IBM around virtual agents and Watson AIOps, the acquisition of Intellibot will allow for native integration of legacy applications.
- We expect ServiceNow to double down on Process Intelligence. ServiceNow has had a mature partnership with Celonis for some time. But the Orlando release features *Now Intelligence*, a broad set of AI and analytics capabilities including cloud usage analytics, tools to match agent affinity for work assignments, and AIOps-centric software vulnerability assessment. ServiceNow's CEO, Bill McDermott, calls this a cross-platform integration engine.
- Lastly, we see more competitive threats for ServiceNow emerging with Salesforce pushing into IT operations with its *work.com* offerings. It is expanding its partnership with Tanium, which is known for security and endpoint protection but is gunning for taking a bite of the huge ITSM market. And Salesforce is putting its money where its mouth is; its venture capital arm has invested about $100 million in Tanium. Tanium is not yet the finished article on ITSM, but the partnership will allow Salesforce to gain experience in selling into new, largely untapped buying-centers.



The ServiceNow product mix is expanding rapidly from its heritage in ITSM

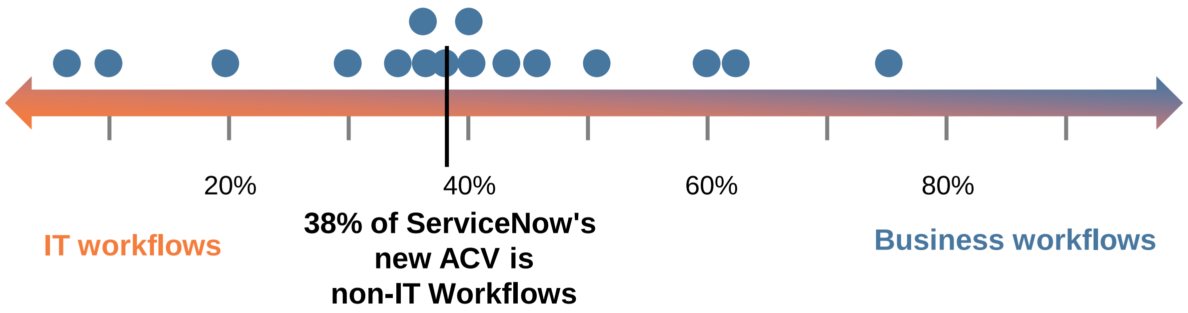
- ServiceNow's product mix is steadily progressing beyond its heritage in ITSM. The ServiceNow capabilities infographic on slide 20 highlights the expansive capabilities beyond IT Workflows—in particular, customer and employee workflows, which in ServiceNow parlance are combined as Enterprise Service Management (ESM). The App Engine provides low code/no code capabilities to design workflows. The mix also includes emerging industry-led solutions such as Financial Services Operations and Telecom Service Management.
- ESM is already accounting for a quarter of ServiceNow's business. Exhibit 1 provides net new ACV contribution (i.e., new business) as a point of reference.
- Similarly, revenues from the Now Platform and the low code/no code App Engine are increasing, albeit unspectacularly.
- On average, of the companies evaluated 42% earn their revenues from services that are not IT workflows. In comparison ServiceNow's new ACV in Q4 2020 is 38%. Exhibit 2 outlines the percentage of revenues from non-IT workflows of the companies that we did evaluate .
- The trends described are further underpinned by acquisitions such as Element AI (foundational AI capabilities and talent, 2020), Sweagle (CMDB, 2020), Passage AI (conversational AI, 2020), and Loom Systems (AIOPs, 2020).

Exhibit 1: ServiceNow net new ACV contribution across workflows and products



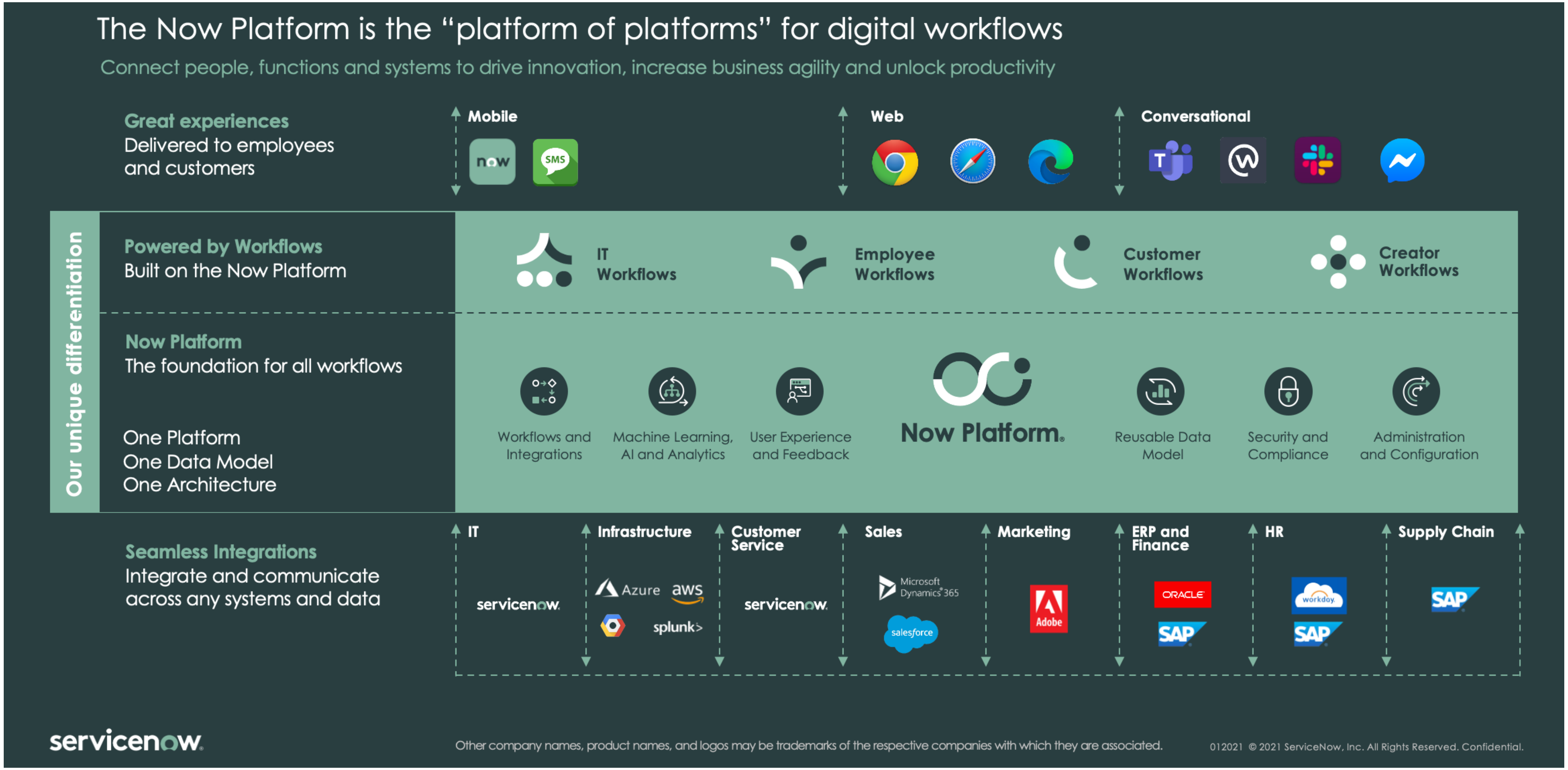
Source: ServiceNow Q4 2020 earnings presentation

Exhibit 2: ServiceNow services 2020 revenue split of the companies evaluated:



Source: HFS Research 2021

Details about the fast-expanding ServiceNow capabilities



Source: ServiceNow, 2021

Compelling use cases for ServiceNow services

Scaled ITx deployments	• **ITBM**: IT business management, especially around portfolio management, release management and a scaled agile framework. • **SecOps:** Ranging from configuration compliance to vulnerability response. • **IRM:** Integrated risk management; broad set of capabilities from operational to risk management.
Expanding ITx to ESM	• The main thrust of Enterprise Service Management (**ESM**) is around HR Service Delivery and Customer Service Management. • With COVID-19, these cases extend to Safe Workplace, Workplace Service Delivery, and Vaccination Management, highlighting the agility of the platform as well as the leverage of the holistic data model.
Global business services (GBS)	Some clients push ServiceNow as the operational layer for a centralized Shared Services, global business services for HR, finance, marketing and sales, legal, and internal customer service. This is the most compelling example for cross-functional workflows and the expansion beyond IT workflows.
Industry-led solutions	Deeply verticalized offerings are the next frontier for ServiceNow. Examples include • Accenture for an intelligent network operations center in a telco and payment operations in financial services. • IBM for network performance, service, and order management in a telco. • Atos co-innovation with UK based multinational FS&I group for Operational Resilience.
Operational resilience	Based on the acquisition of Fairchild Resiliency Systems in 2019, ServiceNow expanded its **risk portfolio** with operational, vendor, and IT risk management capabilities: • The Big 4 consultants and Atos push it. • Strong example for cross-functional workflows.

The ServiceNow ecosystem is evolving with cross-functional workflows and industry-specific use cases demonstrating value beyond cost and efficiency.

- The 16 service providers covered in this report shared **77 case studies** showcasing how they bring the enhanced value of the ServiceNow ecosystem to their clients.
- While **IT workflows** are increasingly scaled to SecOps and GRC remains the largest segment, the leading providers push the boundaries toward **ESM and industry-led solutions**.
- By deploying ServiceNow **end-to-end across GBS** and by building out **operational resilience** offerings, the **OneOffice mindset** comes out strongest.

Source: HFS Research, 2021
N= 77 ServiceNow services case studies

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Top 10 results: ServiceNow services 2021

Providers covered in this report

ServiceNow services—summary of providers assessed in this report

Provider (*alphabetical*)	HFS point of view on ServiceNow services capabilities
Accenture	Global system integrator scaling and innovating ServiceNow
Atos	Global system integrator boasting highest CSAT score
Cask	Regional pureplay with transformation focus on US market
Cognizant	Global system integrator reinvigorated after Linium acquisition
DXC Technology	Acquisitive global system integrator managing IT operations at scale
Enable Professional Services	Regional ServiceNow pureplay champion in Australia and Asia with strong ESM credentials
EY	Consulting heavyweight taking ServiceNow across GBS
GlideFast	Regional pureplay with strong sales momentum in US market
HCL	Global system integrator scaling IT-centric Managed Services
IBM	Technology powerhouse accelerating its ServiceNow journey
Infosys	Global system integrator with dynamic growth momentum
KPMG	Consulting heavyweight driving transformation with deep ESM capabilities
LTI	Global system integrator with scaled IT workflow deployments
NTT DATA	Global system integrator bolstered through Acorio acquisition
Plat4mation	Leading European pureplay on the cusp of innovation in manufacturing and beyond
Wipro	Global system integrator scaling IT workflow deployments

Product expertise through the lens of clusters of certifications (1/2)

	Accenture	Atos	Cask	Cognizant	DXC	Enable PS	EY	Glide Fast
CSM	193	89	9	24	107	35	42	25
GRC	80	30	15	24	29	15	47	5
HR Service Delivery	371	172	31	91	195	47	90	34
IT Asset Management	46	15	6	21	24	4	5	4
IT Business Management	119	81	5	60	78	16	30	12
IT Operations Management	250	205	15	190	139	50	35	37
IT Service Management	1010	339	42	705	546	34	158	86
Now Platform/ App Engine	389	71	28	311	155	24	42	38
Security Operations	68	32	17	37	36	19	16	13
Total ServiceNow Certifications	**2526**	**1034**	**165**	**1463**	**1309**	**244**	**465**	**254**

Source: ServiceNow partner Portal

Product expertise through the lens of clusters of certifications (2/2)

	HCL	IBM	Infosys	KPMG	LTI	NTT Data	Plat4mation	Wipro
CSM	20	20	46	25	3	53	18	28
GRC	3	7	23	50		3	5	5
HR Service Delivery	17	76	109	98	6	87	16	93
IT Asset Management	6	6	1	13		17	2	4
IT Business Management	10	6	35	29	4	24	17	16
IT Operations Management	57	70	147	43	37	32	24	53
IT Service Management	65	193	395	203	29	174	79	151
Now Platform/ App Engine	17	58	96	47	6	61	17	87
Security Operations	6	4	21	28		8	4	4
Total ServiceNow Certifications	**201**	**440**	**873**	**536**	**85**	**459**	**182**	**441**

Source: ServiceNow partner Portal

Notable performances in ServiceNow services 2021 Top 10

HFS Winners Circle Top 5 providers overall across execution, innovation, and voice of the customer criteria				
#1	#2	#3	#4	#5
accenture	Infosys	KPMG	EY	DXC.technology

Execution powerhouses Top 3 providers on execution criteria			Innovation champions Top 3 providers on innovation criteria			Outstanding voice of the customer Top 3 providers on VOC		
#1	#2	#3	#1	#2	#3	#1	#2	#3
accenture	Infosys	EY	accenture	KPMG	DXC.technology	Atos	GlideFast consulting	EY

Other notable performances

- **NTT DATA** entered the Top 10, referencing the positive effect of the Acorio acquisition.
- **Plat4mation** landed in the #8 position for innovation based on compelling solution development, particularly in manufacturing.
- **Enable Professional Services** secured the #5 spot for consulting and verticalized solutions demonstrating strong relationships in Australia and Asia.
- **CASK** came #8 in voice of the customer due to strong customer feedback from its US customer base.
- **LTI** is a new entry among the Top 10 participants and received strong client testimonials for scaled IT workflows.

Notes:

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- The companies assessed in this report include (in alphabetic order): Accenture, Atos, Cask, Cognizant, DXC, Enable Technologies, EY, GlideFast, HCL, IBM, Infosys, KPMG, LTI, NTT DATA, Plat4mation, and Wipro.

HFS Top 10 rankings: ServiceNow services 2021

Rank		Execution capabilities (33.3%)					Innovation capabilities (33.3%)				Voice of the customer (33.3%)		
	Overall HFS Top 10 position	Scale and growth of ServiceNow practice	ESM maturity	Consulting, verticalized solutions	Account management	Overall execution	Strategy and vision	Differentiated IP	Automation and integration	Overall innovation	Reference calls	ServiceNow CSAT score	Overall VoC
#1	accenture	accenture	accenture	accenture	GlideFast consulting	accenture	accenture	accenture	IBM	accenture	EY	Atos	Atos
#2	Infosys	Infosys	EY	KPMG	LTI Let's Solve	Infosys	Infosys	KPMG	HCL	KPMG	accenture	GlideFast consulting	GlideFast consulting
#3	KPMG	Atos	Infosys	EY	EY	EY	IBM	Infosys	accenture	DXC.technology	Atos	wipro	EY
#4	EY	wipro	KPMG	DXC.technology	accenture	KPMG	KPMG	DXC.technology	DXC.technology	Infosys	GlideFast consulting	Cognizant	accenture
#5	DXC.technology	Cognizant	PLAT4MATION	enable	Infosys	DXC.technology	DXC.technology	EY	KPMG	EY	Infosys	enable	KPMG
#6	Atos	KPMG	DXC.technology	IBM	KPMG	Cognizant	EY	PLAT4MATION	Cognizant	IBM	NTT DATA	Cask	Cognizant
#7	Cognizant	DXC.technology	IBM	Cognizant	Cask	Atos	PLAT4MATION	HCL	Infosys	HCL	LTI Let's Solve	KPMG	Infosys
#8	NTT DATA	HCL	enable	Infosys	PLAT4MATION	IBM	Atos	IBM	Atos	PLAT4MATION	KPMG	DXC.technology	Cask
#9	wipro	EY	NTT DATA	Cask	NTT DATA	NTT DATA	NTT DATA	Atos	EY	Atos	Cognizant	EY	wipro
#10	IBM	NTT DATA	Atos	Atos	Atos	HCL	HCL	NTT DATA	LTI Let's Solve	NTT DATA	wipro	NTT DATA	NTT DATA

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Global system integrator scaling and innovating ServiceNow

accenture

Dimension	Rank
HFS Top 10 position	**# 1**
Ability to execute	**# 1**
Scale and growth of ServiceNow practice	# 1
Enterprise Service Management maturity	# 1
Consulting, verticalized solutions	# 1
Innovation capability	**# 1**
Strategy and vision	# 1
Differentiated IP	# 1
Automation and integration	# 3
Voice of the customer	**# 4**

Strengths

- **Maturity of ServiceNow practice:** Accenture's ServiceNow practice leads the market in terms of scale, maturity, and institutionalization. The many acquisitions ranging from Cloud Sherpas, the nucleus of the practice, to Organize Cloud Labs, which expanded the reach into LATAM, have provided Accenture with the maturity to deliver projects across the whole ServiceNow ecosystem. Another reference point is having 10 Certified Master Architects, more than any other partner. Last, the formation of the Accenture ServiceNow Business Group (the highest level of alliance within Accenture) accelerates the institutionalization of ServiceNow. ServiceNow is also embedded in many AO/IO and BPO offerings.
- **Credibility in ESM and vertical expansion**: Accenture's industry-led go-to-market and strong consulting capabilities lead the expansion toward ESM, along with the credibility of the buildout of deeply vertical solutions. This can be seen in engagements in multi-vendor accounts where Accenture was retained, for example, for the HR specialization.
- **Leading with industry-led solutions**: Expanding on this, Accenture has the broadest set of industry-led solutions in the market with offerings in banking, telco, and the public sector. Examples include an intelligent network operations center in a telco and payment operations in financial services. It also launched ACP4GOV, a cloud management platform initially focused on the US public sector market. As industry-led solutions are the next frontier for ServiceNow, Accenture is set to ringfence its leading position.
- **Strong automation footprint**: Accenture provides an expansive set of automation capabilities. Examples include WorkForce Experience Application Play and pre-built AI integrations (such as virtual agent scripts, predictive analytics, and the employment verification chatbot) that can quickly enhance existing implementations, improving key aspects and driving faster, repeatable value.
- **Global, balanced reach**: The many ServiceNow acquisitions provide Accenture with one of the strongest practices in both Europe and Australia while providing a solid footprint in LATAM through the Organize Cloud Labs acquisition.

Development opportunities

- **Commercial model:** Client references advise that when they buy Accenture, they know they are buying an almost unrivaled capability in the space. However, some clients highlighted challenges they have encountered building a business case to work with Accenture due to pricing. Previous HFS studies have examined the commercial models Accenture developed to remedy this issue, although the firm's perception as expensive is an ongoing challenge.
- **Opportunistic approach to mid-market:** Accenture has a strong client base, heavily serving companies with revenue above $5 billion. An opportunistic approach to mid-market clients could provide a more balanced client base.

Strategic positioning

Acquisitions:
- 2017: Solid SerVision, Focus Group
- 2019: Sargon Solutions
- 2020: Organize Cloud Labs

Key partnerships:
Accenture is ServiceNow's largest Global Elite Partner and ServiceNow Authorized Training Partner.

Strategic partners:
Accenture also maintains resell and alliance agreements with more than 500 technology partners worldwide (e.g., AWS, Microsoft, Workday, SuccessFactors, SAP, Oracle, BDNA, CipherCloud, AppDynamics, DynaTrace, Flexera, MobileReach, Okta, OneLogin, and Perspectium)

Key clients

Key clients include:
- Boehringer Ingelheim
- Global banking and financial services organization
- Global biopharmaceutical company
- Leading European banking group
- Multi-national telecommunications corporation
- Siemens Healthineers
- Syngenta
- US Department of Veterans Affairs
- Major US provider of health insurance

Operations

ServiceNow services headcount: 11,500 employees with ServiceNow expertise

ServiceNow CSAT score: 4.45/5

Delivery center locations: North America–28% (USA, Canada), LATAM–5% (Argentina, Brazil, Chile, Costa Rica, Mexico), UK–3% (UK, Ireland), EMEA–15% (Belgium, Denmark, Finland, France, Germany, Greece, Hungry, Italy, Luxembourg, Netherlands, Norway, Poland, Portugal, Romania, Russian Federation, Saudi Arabia, Slovakia, Spain, Sweden, Switzerland, UAEs), India–38%, Philippines–10%, Other APAC–2% (China, Japan, Malaysia, Singapore, Sri Lanka)

Industry: BFSI, life sciences and healthcare, retail and consumer goods, manufacturing, logistics, communication and media, technology, energy and utilities, legal, travel and hospitality, public sector, and others

Flagship internal IP and technologies

- **Accenture ServiceNow Implementation Methodology (ASIM)**: Provide clients with best practice, Agile-based implementation methodologies, which further aligns with NOW's "NowCreate" implementation methodology. It supports client implementation, resource management, story/sprints leveraging the NOW Agile 2.0, PPM, and release applications supported by an extensive knowledge base of delivery and development best practices.
- **Accenture ServiceNow Configuration Assessment:** Unique rules-based algorithm that directly scans a client's ServiceNow installation to improve performance, lower upgrade costs, and improve testing processes; it identifies non-standard code and security risks.
- **Rapid Service Desk integration with Amazon Connect**: ServiceNow + Amazon Connect, powered by a proprietary NOW native Connect administrator controller, in a NOW portal to allow for real-time administration of the omnichannel experience.
- **Intelligent Forms:** Scans existing forms to accelerate form development in ServiceNow. It uses a UI framework for quicker digital form creation.

7 About the authors

HFS Research authors

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Tom Reuner is Senior Vice President, IT Services at HFS. Tom is responsible for driving the HFS research agenda for IT services, including the change agents of intelligent automation and AI. A central theme of his research is the increasing link between technological evolution and evolution in the delivery of business processes. In particular, he will focus on the Future of Work and the testing of innovation.

Prior to HFS, Tom worked as Head of Strategy at Arago. His deep understanding of the market dynamics comes from having held senior positions at analyst firms including Gartner, IDC, and Ovum, where his responsibilities ranged from research and consulting to business development.

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Martin Gabriel is an Associate Director, Research at HFS, covering IT services, tracking global outsourcing deals in IT/BPO services, and participating in various research writings.

Martin has over 11 years of research, analytics, and market intelligence experience. In his TCS role, he worked on point-of-sale and consumer panel data and on analytical projects, providing business insights to clients. He was responsible for analyzing retailer and consumer behavior for various FMCG/CPG products to address diverse business issues and provide actionable recommendations for the future growth for clients. He performed extensive category reviews, brand management, and trend analysis based on point of sale and homes scan data, along with information from secondary sources. At Xchanging, he was part of the market intelligence team that supports Xchanging's vertical heads, strategy team, and sales and marketing team.

About HFS Research

The HFS mission is to provide visionary insight into major innovations impacting business operations, including automation, artificial intelligence, blockchain, Internet of things, digital business models, and smart analytics.
HFS defines and visualizes the future of business operations across key industries with our Digital OneOffice™ Framework.

HFS influences the strategies of enterprise customers to help them develop OneOffice backbones to be competitive and to partner with capable services providers, technology suppliers, and third-party advisors.

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