

ServiceNow

ABM beyond the 3 Rs

Summary

On paper, BT looked like the perfect account for a mutually beneficial partnership with ServiceNow. ServiceNow had identified ways it could provide significant competitive advantage for the telecoms firm which, in turn, would help ServiceNow achieve its overall revenue target of \$15bn in five years.

The existing relationship was positive, ServiceNow knew its platform could have a transformational impact on BT's business, pipeline was good at \$6m and the account team saw the value in ABM support.

But BT is one of the world's largest and most complex organizations, with 175 years of operations under its belt. Persuading it to adopt a new, joined-up, broad-ranging proposition, that wouldn't be 'yet another digital transformation', from an American company it viewed as an IT vendor, would take work.

Program Overview:

To date, ABM at ServiceNow has been measured against ITSMA's three Rs of reputation, relationships and revenue. In the case of BT, the requirement went a step further: to help retain the account by boosting adoption of the ServiceNow platform across the telecoms giant.

Program Execution & Lessons Learned

The key to unlock the account

Account information was gathered using desk research (industry reports, BT annual report, press releases), organizational charts, executive profiling and psychometric reports on individual stakeholders.

Intelligence from the BT account team provided the clue to unlocking the account: they had no problem selling in point solutions, but being perceived as a discrete tech tool wouldn't offer ServiceNow the broader penetration and 'stickiness' needed. The team concluded that to push further they were going to need bucketfuls of knowledge, enthusiasm and advocacy from within BT.

Say hello to the C-Suite

Early analysis revealed that two members of the C-suite in particular would be crucial to the success of the programme: the CEO and CDO (Chief Digital Officer). In the case of the CEO, an external consultant was brought in, who was already connected to the CEO, and who was able to secure meetings using messaging narrative developed with the ABM team.

The team carried out psychometric profiling to find out more about the CDO; gathering insights on her personality that were subsequently used to tailor the tone and format of messaging.

Co-creating the ABM strategy with BT

The team used the ITSMA approach of mapping BT's objectives against outcomes that ServiceNow could deliver to create messaging for a manifesto, custom landing page, and 'Art of the possible' videos, to excite senior decision-makers about the impact a broader platform rollout could deliver.

A BT champion was identified, who became an honorary member of the ABM team. Working jointly on the collateral exposed BT to the potential benefits ServiceNow's joined-up proposition could have on customer service, employee satisfaction, cost-saving and sales.

The relationship built to such a point by late 2021 that BT were actively approaching the ABM team to ask for support in marketing to their own end customers, in order to position the ServiceNow platform as a reason to choose BT over the competition.

Business Results & Future Plans

Key achievements against the upfront goals to date are as follows:

1. Reputation
Co-create a value manifesto and amplify to BT audience of 500+ via internal BT channels – achieved
2. Relationships
Engage with 50 Customer Experience / IT / Operations decision makers – achieved
3. Revenue
Support and close \$3.7m CSM/ITX deal in Q4 FY22 – achieved. At the start of the programme pipeline stood at \$5.7m; it has grown 104% to \$11.6m.
4. Retention
Retain \$1.64m Customer Annual ContractValue – achieved

At the start of the programme, CACV stood at \$1.64m; it has grown 327% to \$7m.

BT announced the group-wide transformation programme in a press release, saying 'ServiceNow will roll out across all of BT Group as rapidly as possible, replacing 56 legacy applications, 76 different ways of implementing service processes, and forecast savings of over £25 million by 2027.'

The programme won an internal ServiceNow award for best account team and best CxO engagement in 2021.