

Flexibility and governance for *enterprise* *platform* success



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Your business is as efficient and powerful as your enterprise platform is flexible—and as strong as its governance. Many businesses are embracing ServiceNow as their enterprise platform of choice. A staggering 85% of Fortune 500 companies use ServiceNow and the platform boasts 98% renewal rates. ServiceNow reports that 68% of purchased products are still undeployed after 180 days. In order to realize ServiceNow’s potential, organizations must ensure that they are working off a robust foundation of innovation and governance.

ServiceNow COEI is the critical lever for efficiency and business alignment

The [previous article explained](#) why a ServiceNow Centre of Excellence and Innovation (COEI) – which Capgemini names Adaptive Platform Innovation and Management (API&M) – is crucial as the driving force for your organization’s digital solutions. By leveraging data, insights, and experience, a ServiceNow ION shapes both current and future digital experiences. With innovation built into its foundation, the solution evolves continuously with your business, ensuring it stays prepared for what lies ahead. A visionary COEI

functions as the operational framework for value creation by integrating demand, governance, architecture, and delivery processes.

In Capgemini’s experience, we have found that an ESM platform focused COEI increases alignment with business strategy and accelerates new use cases time to market by 50% and reduces their development and implementation costs between 40-50%. For this reason, we encourage organizations to pursue a COEI hand-in-hand with their ServiceNow rollout.

Every organization is different – co-create the COEI model to fit priorities and budget

A COEI can be tailored and structured according to business priorities, aligning its functions, initiatives and metrics directly with an organization’s strategic goals. To get started, an organization would need to:

- Define a business strategy and a clear scope for COEI. This needs to be co-created between all relevant parties, with a clear, aligned roadmap on the next steps to be taken.
- Ensure that there is relevant governance in place to define the path forward for the COEI.
- Systematically identify existing and planned projects and map them to strategic objectives. Prioritize initiatives that have a high impact on the business and are feasible to implement.
- Foster collaboration between the COEI and different business units (e.g., IT, operations, finance) to ensure a shared understanding of needs and challenges.
- Define KPIs that measure the actual business value generated by the COEI.
- The COEI team should possess both technical expertise and business understanding to address a range of challenges. This may involve a combination of in-house and outsourced resources.

Taking the above into account ensures the COEI is not just an administrative function but a strategic partner driving measurable business value.

ServiceNow provides a robust framework – but making it work requires a trusted partner

ServiceNow, while rich with capabilities, doesn’t prescribe the “how.” A partner with proven experience ensures all gears work together. An implementation partner can help achieve end-to-end (E2E) orchestration by taking a structured approach that emphasizes strategic alignment, clear execution, and continuous collaboration. A partner can continuously reduce technical debt, introduce best practices, and, treat it as a shared, ongoing priority, not a one-off project.

Outcome driven governance: measure flow, value, and adoption

While 80%+ of Fortune 500 use ServiceNow, showing broad trust, a firm governance foundation is required to ensure value realization across any implementation. Governance ensures that organizations get the promised ROI by aligning implementations with business goals, preventing wasted effort. Governance also ties into business results by ensuring strategic alignment, risk mitigation, and efficient resource allocation, which collectively improve performance

and profitability, ensuring that efficiency gains are visible and measurable.

Pragmatic pathways: API&M Light and Custodian layer for sustained value

If you are just starting out on your ServiceNow journey, it is prudent to prioritize innovation and governance. Capgemini’s Adaptive Platform Innovation and Management (API&M) is an enterprise-grade framework that catalyzes the strategic use and impact of the ServiceNow platform for digital transformation and Enterprise Service Management (ESM). API&M offers an **Orchestration Layer** with four critical focus areas: Collaboration, Adoption, Velocity, and Automation, which are essential for driving effective governance over ServiceNow ecosystem. This can be complemented by a separate Custodian Layer, that organizes platform run and maintenance under Production Support, Architecture Support, BAU Enhancements, and Testing/Quality Assurance towers—allowing single partner accountability from strategy to run.

Make the most of ServiceNow’s exponential potential in your organization. Contact us to get started.



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About Capgemini

Capgemini is an AI-powered global business and technology transformation partner, delivering tangible business value. We imagine the future of organizations and make it real with AI, technology and people. With our strong heritage of nearly 60 years, we are a responsible and diverse group of over 420,000 team members in more than 50 countries. We deliver end-to-end services and solutions with our deep industry expertise and strong partner ecosystem, leveraging our capabilities across strategy, technology, design, engineering and business operations. The Group reported 2025 global revenues of €22.5 billion.

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