

Qndaro

# Platform Owner Masterclass

Building the Foundation for  
Scale, Value, and Adoption

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# Introductions



**Ron Burt**

ITSM Associate Director,  
Business Solutions Consultant  
Ondaro

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**Christine Morris**

Sr. Director, Consulting Services  
Ondaro

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# Agenda >

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1. About Ondaro
2. The Platform Owner Mindset & Common Challenges
3. Governance Foundations
  - Backlog & Prioritization Discipline
  - Role Accountability
4. Governing Change & Customization
  - Configuration vs Customization
  - Upgrade Impact & Technical Debt
5. Measuring Platform Value - From SLAs to Strategic KPIs

# Ondaro is the only pure play ServiceNow partner with fully certified resources across the platform



ITSM



ITOM



ITAM



HRSD



CRM



SPM



SECOPS



IRM



APP ENGINE

## ENVISION

Business Transformation

Organizational Change Management

AI-Readiness

Platform Strategy & Governance

## IMPLEMENT & DEVELOP

Platform Architecture & Engineering

Product Implementation

UX & UI Design

App Development

Data Management & Integrations

## MANAGE & OPTIMIZE

Platform Operations

Enhancement Services

Product Management

# Join the Conversation: Using Teams

## Turn on Video

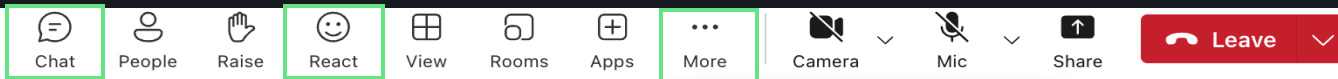
Let's get interactive and enjoy ourselves!

**Unmute** – Click the microphone icon to unmute and participate

**Chat** – Message everyone or just one person

**Get Help** – Use Chat

**Show Captions** - Click More, Language & speech, Show live captions



# Catch up with our CMDB & ITAM MasterClass Series!

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**CMDB FOUNDATIONS**


Unlock the Power of Your Platform with Strong CMDB Foundation



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**CMDB & SECURITY**

Maximize Your Platform Potential with Effective CMDB Data Loading & IRE Strategies



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**CMDB & CSDM**

Aligning Your CMDB with the CSDM Framework to Support your Portfolio of IT Services



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**CMDB & DISCOVERY**


Maximize Your IT Potential: Discovery Meets CMDB



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**CMDB & ITAM**


A Strategic Approach to Visibility and Value



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**CMDB CARE AND FEEDING**

Ongoing CMDB Maintenance: Feed It, Fix It, Love It



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**CMDB & SERVICE MAPPING**


From Chaos to Clarity: Mastering Service Mapping for CMDB Excellence



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**CMDB MASTERCLASS**

Supercharge IT Operations with Effective Management & AI



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**CMDB & VULNERABILITY MANAGEMENT**

Strengthen Cyber Resilience with CMDB & Vulnerability Response



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**CMDB ASK THE EXPERTS**

Your Toughest CMDB Questions, Answered Live By the Experts!



**CMDB MASTERCLASS**

OnDaro

**ITAM MASTERCLASS**

Starting and Maturing Your ITAM Program



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**ITAM MASTERCLASS**

Getting Started with IT Asset Management



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**ITAM MASTERCLASS**

Scaling Up - Your ITAM to HAM Pro Maturity



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**ITAM MASTERCLASS**

Taking Your SAM Strategy to the Next Level



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**ITAM MASTERCLASS**

What is Enterprise Asset Management and Why Does it Matter?



OnDaro

**ITAM MASTERCLASS**

How to Optimize Public Cloud Resources with Cloud Cost Management (CCM)



**ITAM MASTERCLASS**

Find recordings, resources & more!

# Common Challenges of the Platform Owner



## AUDIENCE POLL

How does platform demand typically show up in your organization?

- A One clear intake process (we're living the dream)
- B A few channels...but manageable
- C Scattered across emails, tickets and hallway conversations
- D *I am* the intake process

# What does successful governance look like?

- Unified, enterprise-wide intake and prioritization model enables consistent scoring, visibility, and alignment to organizations strategic priorities.
- Consistent, cross-module architectural governance ensures scalable designs, dependency management, and reduced technical debt.
- Coordinated change and release management increases delivery speed and reduces deployment risk across all modules.
- Formalized product ownership strengthens accountability, roadmap clarity, and stakeholder trust.
- Enterprise KPIs and value dashboards enable measurement of throughput, quality, adoption, technical debt reduction, and platform ROI.
- Ongoing platform health monitoring (technical debt, data quality, performance, upgrade readiness) drives continuous improvement and prevents long-term degradation.
- Executive sponsorship and cross-functional alignment ensure prioritization decisions are respected, funding is sustained, and governance is enforced across the enterprise.





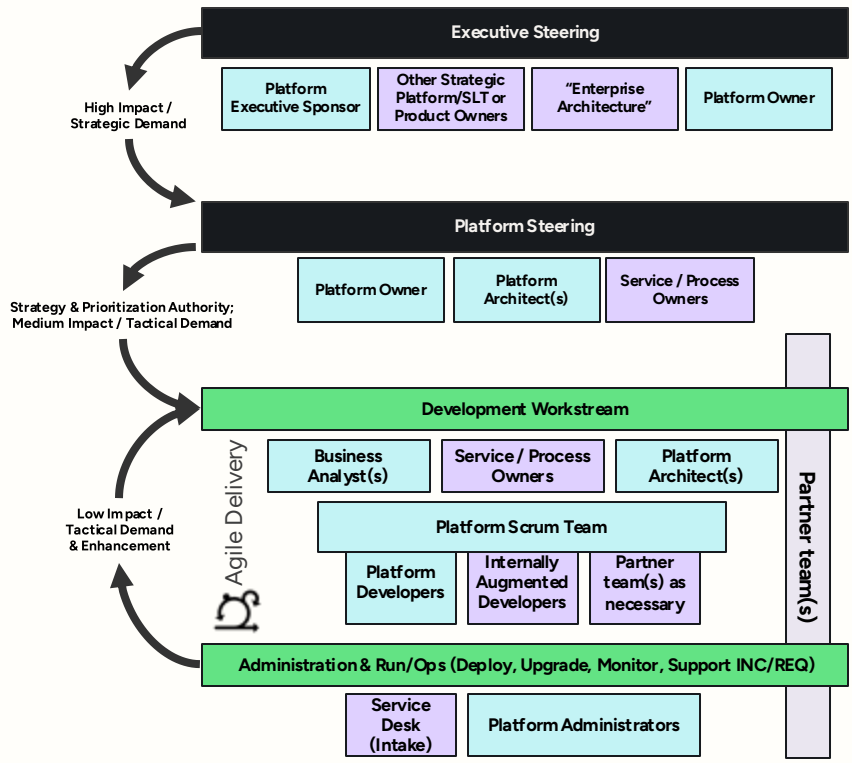
Governance & Delivery

# Overall Operating Model Recommendations



# Target Operating Model - Recommendation

Addressing key challenges and opportunities, supporting the journey



## Adopt a two-tiered Governance model that:

- Establishes a connection to Executive leadership as a source of and communication point for Strategic platform demand, and sets the overall vision and strategy for the platform
- Creates a Strategy & Prioritization Authority for steering tactical delivery, in alignment with the Executive vision

## Refine & Reinforce a two-tiered Delivery model that:

- Connects "business" customers with dedicated BA capabilities for consistent requirements gathering & refinement
- Dedicated platform development efforts using aligned skill-sets
- Enables other teams to augment delivery capacity in a controlled and predictable manner
- Is supported by dedicated administrative resources that focus on continual improvement and efficiency of support

## AUDIENCE POLL

Be honest—how does governance feel in your organization today?

- A Clear, structured, and actually helpful
- B Defined, but sometimes slows us down
- C Inconsistent depending on the team
- D What governance?

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Team Structure  
Recommendations



# Team Structure Recommendations & Estimates

What does it take?



## Role (description linked)

## Activity Breakdown

### Executive Sponsor

- Lead Executive Steering discussion
- Establish relevance of the platform within the enterprise
- Distribute vision & enterprise priorities to platform steering
- Define funding and resourcing model for the platform



### Platform Owner

- Supports Executive & Platform Steering to ensure appropriate solution fit, selection/success criteria for the platform as a solution for given business processes
- Oversees business case / outcome identification, monitoring and communication as capabilities are delivered; maintains/operates leadership and peer communication channels for delivery
- Ensures platform team alignment with business strategy, roadmap, and platform governance model - bridge between strategy & tactical delivery



### Platform Architect(s)

#### **0.75 FTE for stakeholder engagement with 2-3 Customer / Product Area Groups (e.g., IT; Finance; Employee; SPM)**

- Platform Steering: Overall technical solutioning & estimation to drive priorities
- Technical leadership and communication into Development workstream

#### **0.25 FTE supporting technical delivery**

- Overall quality & architectural standards compliance
- Instance security
- Effective integration of external teams

# Team Structure Recommendations & Estimates

What does it take?



## Role (description linked)

## Activity Breakdown

### Business Analyst(s)

#### 1.0 FTE per 2-4 Customers (depending on demand):

- Monthly process/service owner meetings to review, refine, and prioritize requirements; model and document business process and data requirements
- Supports testing throughout sprints
- Supports end-user training/adoption related activities
- Supports upgrade program (process/scenario regression testing with process/service owner)



### Developer(s)

Dedicated focus on platform configuration and development within a sprint. This is a key 'capacity' role that drives velocity. It is not recommended that Developer & Business Analyst responsibilities are performed by one individual.



### Platform Administrator(s)

#### 1.0 FTE for typical support of ~2-3 Customer / Product Area groups

- Maintenance, access & stability maintenance for prod & non-prod environments
- Upgrade planning & execution (supported by BAs)
- Access management and instance security monitoring
- Tier 2 support (either re-assigned through service desk or directly via service catalog / tribal knowledge)



### Scrum Master

#### 0.25 FTE for typical support of 1 scrum team

- Facilitate Agile ceremonies (Sprint Planning, Daily stand-ups, Sprint Reviews, Retrospectives)
- Monitor velocity in-sprint
- Release communication

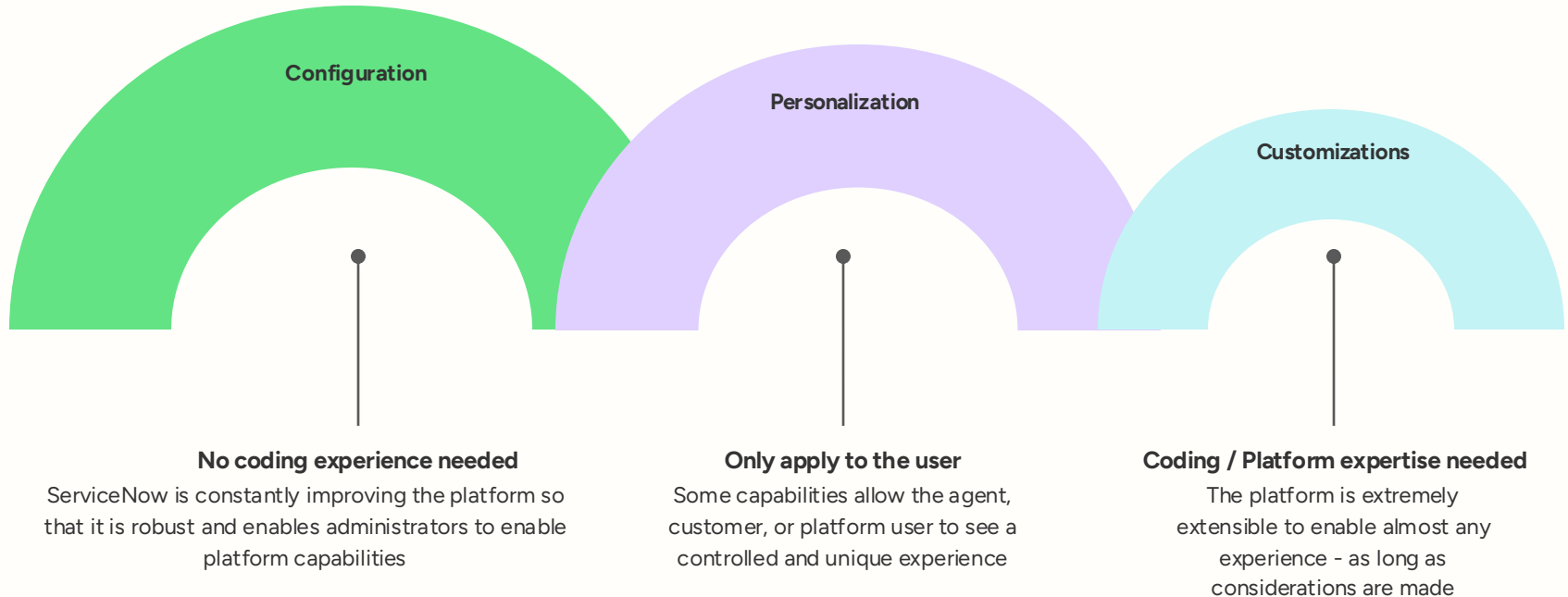
## AUDIENCE POLL

When priorities conflict, what usually wins?

- A Business value and strategic alignment
- B Loudest stakeholder (squeaky wheel)
- C First in, first out...
- D Whatever is easiest to deliver

# Types of Changes

Configuration uses the inherent flexibility of the enterprise software to add fields, change field names, modify drop-down lists, or add buttons. Configurations are made using powerful built-in toolsets. Customization involves code changes to create functionality that is not available through configuration.



# Value and Complexity Score for Customizations

By creating a value and complexity score of a customization - it will enable you to make smart business decisions

Description	Business value
Customization is required for regulatory and compliance purposes.	<b>5</b> <b>Mandatory</b>
Customization is a "must-have" to realize a business value objective and/or adoption requirements.	<b>4</b> <b>Critical</b>
Customization supports realization of a business value objective and/or adoption, but workarounds are available.	<b>3</b> <b>Medium</b>
Customization supports service experience for service consumers, process users, and/or developers but does not necessarily promote a business value objective or adoption.	<b>2</b> <b>Low</b>
Customization does not support improved service experience, value realization, or adoption.	<b>1</b> <b>No value</b>

Description	Complexity
Customization requires scripting with business rules, script includes, client scripts, custom actions, or jelly pages (new or OOB)	<b>5</b> <b>Very High</b>
Customization requires a workflow or flow to be built	<b>4</b> <b>High</b>
Customization requires an out of box script to be slightly modified or a new application to be started	<b>3</b> <b>Medium</b>
Customization requires a new data ui policy, transform map, or UI action to be built	<b>2</b> <b>Low</b>
Customization requires a simple property or if statement to be created	<b>1</b> <b>Very Low</b>

## AUDIENCE POLL

What's your organization's relationship with customization?

A Configuration-first, customization is rare

B Balanced - we customize when it truly adds value

C We customize more than we probably should

D If it's possible, we've customized it



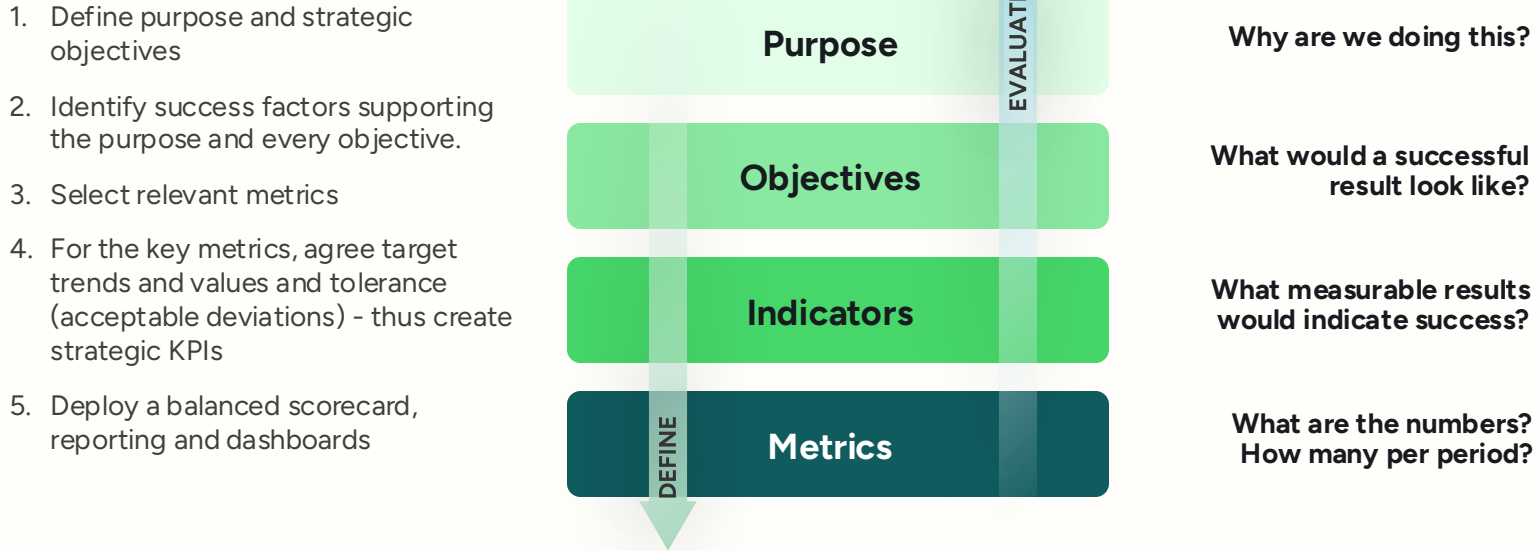
SLAs, KPIs and Reporting

# Measurement and Reporting Practice



# Measurement and Reporting Practice: SLAs, KPIs and Reporting

## OKR Approach Steps - Metrics Cascade



# KPIs: Develop Proactive Operations

KPIs will help us determine how successful we are at achieving our value based outcomes for each goal and objective. We have included a small sample below.

Objective	Value-Based Outcomes	Critical Success Factor	KPI
Improve Platform Operations	Reduced customer facing bugs through log analysis	Proactively identified areas of improvement	Number and percentage of customer-facing bugs: comparing baseline to measurements at specific time intervals (trend analysis)
	Incremental remediation of Health Scan findings	Prioritized and planned remediation activities distributed among team members	Number and percentage of findings remediated within a specified time range
Improve platform health and upgrades	Improved Health scan scores	Technical and architectural governance implementation across all teams working in ServiceNow	Score number and rate of improvement over time
	Reduced instance maintenance overhead	Documented custom functionality and justification to understand how it impacts future upgrades and an operationalized, well-structured CMDB	Number and percentage of hours on maintenance

# KPIs: Empower Platform Teams

KPIs will help us determine how successful we are at achieving our value based outcomes for each goal and objective. We have included a small sample below.

Objective	Value-Based Outcomes	Critical Success Factor	KPI
Deliver Platform Support team training	Increased knowledge of ServiceNow technical domain	Development and tracking of training delivered by experienced Cask consultants that includes hands-on experience	Number and percentage of platform support activities transitioned to Stryker platform support team
Implement technical and architectural governance	Adherence to ServiceNow architectural best practices	Accountability and respect for the governance resources and board	Number and percentage of new health scan findings related to architectural best practices
	Increase development velocity	Structured agile teams following best practices	Rate of increase over time - need to account for team changes, etc.
Deliver Platform Support team training	Increased knowledge of ServiceNow technical domain	Development and tracking of training delivered by experienced Cask consultants that includes hands-on experience	Number and percentage of platform support activities transitioned to Stryker platform support team
	Increased knowledge of ServiceNow best practices in-house	Creation of best practice documentation and its subsequent distribution and communication	Number and percentage of platform support activities transitioned to Stryker platform support team

## AUDIENCE POLL

What KPIs are you tracking to manage demand and platform health?

A

Clear, consistent KPIs (throughput, backlog, SLAs, adoption)

B

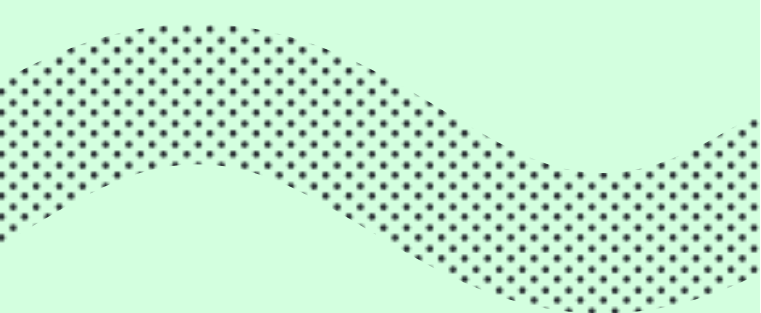
We track some... but it's not standardized

C

We have dashboards, but not much action comes from them

D

KPIs? We mostly run on vibes and escalations



# What's next for us?

We want to make this worth your time.

- What challenges are you dealing with as a platform owner today?
- Where are things breaking down?
- What topics would be most valuable for you to dig into?

Drop your top 2–3 priorities in the chat - we'll use this to shape upcoming sessions.

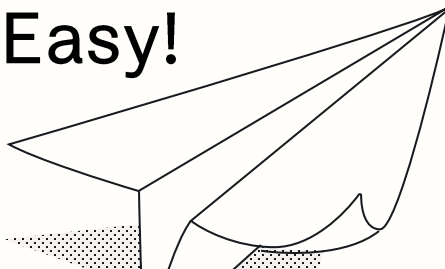
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Questions?

# Getting Started Is Easy!

We can help you optimize your Public Cloud.



Want a quick assessment of your platform governance model?

**CLEAR PATH**

Want a more comprehensive roadmap that unlocks value and lays out strategic vision?

**STRATEGIC COMPASS**

Need a dedicated team for maintaining your ServiceNow Platform?

**ONDARO RESERVE**



**Tell us what ITAM topics you want to learn more about!**

*Look for a survey following this session!*

## Check Out Our MasterClass Series

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Unlock the Power of Your Platform with a Strong CMDB Foundation



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ITAM MASTERCLASS

Starting and Maturing Your ITAM Program



**ITAM MASTERCLASS**

# On daro

Contact us

Email: [inbound@ondarowave.com](mailto:inbound@ondarowave.com)

# Thank you!

