**EXHIBIT A**

**SERVICENOW STARTNOW IMPLEMENTATION METHODOLOGY**

ServiceNow implements its solutions for customers using the StartNow Implementation Methodology. The services set forth in the project will be undertaken by a project team of representatives from ServiceNow and the customer ("Project Team") and will be managed jointly by a project manager from the customer and a ServiceNow engagement manager. The composition of the Project Team will typically change during the various stages of the project. Some project members may play more than one role during the project lifecycle.

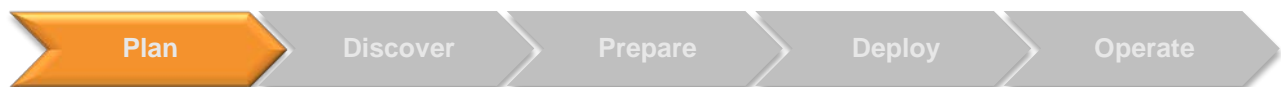## 1.1. StartNow – Implementation Methodology



StartNow is based on ServiceNow's best practices gathered over hundreds of implementations and designed to support **ST**rategic **A**lignment and drive **R**apid **T**ransformation for our customers. StartNow uses a combination of traditional waterfall approach and Scrum to manage the implementation.
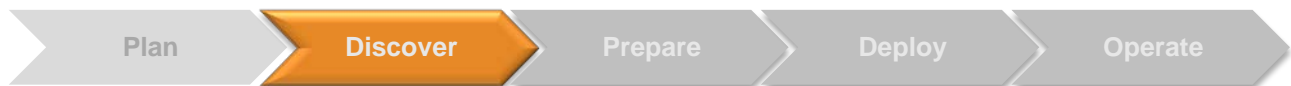
The StartNow Implementation Methodology includes five deployment stages: **Plan**, **Discover**, **Prepare**, **Deploy**, and **Operate** as outlined below.

Each stage has its own set of unique tasks. Many tasks may be executed in parallel to one another within a given stage. The stages are further defined below.

## 1.2. The "Staged" Approach



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| What is required? | <ul><li>Initiate the project by a meeting of members from the customer and ServiceNow</li><li>Review deliverables of the project with the customer</li><li>Agree on the rollout approach (phased versus big bang)</li><li>Load the StartNow methodology tool set onto one of the customer's instances</li><li>Schedule System Administration training, if purchased, for the customer</li><li>Plan and conduct a project kick-off workshop</li><li>Begin security discussions to understand the approval requirements and what the triggers are</li></ul> |
| How is it done? | <ul><li>Introduce the StartNow methodology to the customer</li><li>Introduce the best practices around the ServiceNow StartNow deployment approach</li><li>Walk through the sample project plan with the customer project manager</li></ul> |
| Who does what? | <ul><li>The ServiceNow engagement manager:<ul><li>Establishes the project cadence (daily/weekly meetings & calls) and agrees with the customer project manager when and where these should occur</li><li>Kicks-off the project and runs kick-off meetings</li><li>Loads the StartNow tool set</li><li>Organizes the System Administration training if purchased</li></ul></li><li>The customer project manager:<ul><li>Is brought up to speed on the StartNow methodology</li><li>Confirms deliverables</li><li>Reviews the preliminary project plan with milestones and key dates</li></ul></li><li>The customer executive sponsor:<ul><li>Communicates the vision and tone for the initiative in the project kick-off workshop</li></ul></li></ul> |
| When will things happen? | <ul><li>Usually 4 weeks after both parties sign the statement of work</li></ul> |

**servicenow™**

| Plan | Discover | Prepare | Deploy | Operate |

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| What is required? | ▪ Process reviews to describe the out-of-the-box ServiceNow process functionality<br>▪ Introduce ServiceNow design and configuration standards<br>▪ Conduct a conference room pilot to review the out-of-the-box ServiceNow tool functionality<br>▪ Conduct gap analysis workshops for each process that is in the scope of the statement of work to identify gaps between the customer processes and ServiceNow best practices<br>▪ Customer documents requirements (stories) in the Scrum application<br>▪ The Project Team reviews and refines the project plan in StartNow<br>▪ Customer agrees and signs off on requirements before proceeding on each application in scope |
| How is it done? | ▪ Onsite customer based workshops with process owners<br>▪ Customer supplies a scribe to document requirements (Stories) in Scrum |
| Who does what? | ▪ The ServiceNow business process consultant will be responsible for the workshop and facilitate discussions<br>▪ The customer process owners will walk through their processes or agree to ServiceNow processes |
| When will things happen? | ▪ After processes are agreed (either using customer's processes or ServiceNow's out-of-the-box processes) |

| Plan | Discover | Prepare | Deploy | Operate |

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| What is required? | ▪ Core System set-up (LDAPS, Locations, Groups, Roles, Security, Calendars, Schedules)<br>▪ Sprint planning (building Sprints and organizing Stories)<br>▪ Review and refine project plan<br>▪ Update Risk, Issue, Decision, Actions, Changes (RIDAC) in StartNow |
| How is it done? | ▪ ServiceNow's technical consultant enables the customer's administrators on Core System set-up<br>▪ ServiceNow's engagement manager works with the customer project manager for Sprint planning |
| Who does what? | ▪ ServiceNow technical consultants will guide and enable the customer's system administrators<br>▪ Customer system administrator will be teamed with the ServiceNow technical consultant<br>▪ ServiceNow engagement manager leads on the Sprint planning |
| When will things happen? | ▪ After the customer instances have been completely provisioned<br>▪ After Customer system administrators have been trained<br>▪ After the gap analysis workshops |

| Plan | Discover | Prepare | Deploy | Operate |

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| What is required? | ▪ Work through the Scrum stories/requirements<br>▪ Manage in small Sprints which make up a particular release of pieces for testing<br>▪ Review and refine project plan<br>▪ Update Risk, Issue, Decision, Actions, Changes (RIDAC) in StartNow |
| How is it done? | ▪ Daily stand-up meetings<br>  o What did you do yesterday<br>  o What will you do today<br>  o What road blocks are in the way<br>▪ Onsite and remote consultancy help to enable the customer's administrators on the deliverables in scope<br>▪ Collaboration in the Project Team |
| Who does what? | ▪ ServiceNow technical consultants will guide and enable customer system administrators and technical resources<br>▪ Customer system administrators will be teamed with the ServiceNow technical consultant |
| When will things happen? | ▪ After core system set-up is complete and users have been successfully loaded<br>▪ Sprints are planned |

Managing the
Product Backlog



| What is required? | ▪ Training for the customer's Process Users<br>▪ Process User pre-production testing & re-work<br>▪ Go-live checklist completed<br>▪ Customer end user pre-production testing<br>▪ Go-live<br>▪ Customer participates in engagement survey to provide feedback to ServiceNow about the project |
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| How is it done? | ▪ Testing done against the criteria on each Scrum story (the customer owns the test plans / use cases) |
| Who does what? | ▪ ServiceNow technical consultants and the customer system administrators are re-working issues discovered in pre-production testing<br>▪ ServiceNow engagement manager works with the customer during pre-production testing and conducts go-live checklist<br>▪ The customer sets up communication plans. |
| When things will happen? | ▪ After Scrum requirements are completed. |