

The Impact of Low-Code/No-Code Platforms on Business Innovation: A Study of Service Now's Contribution to Enterprise Agility and Digital Growth

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ABSTRACT

Enterprise Service Management (ESM) has emerged as a key solution for organizations aiming to optimize service delivery, enhance workflow management, and boost overall efficiency within business operations. With digital transformation strategies ongoing and changing the face of modern businesses, Return of Investment (ROI) has become a key ingredient for assessing the efficiency and business value of maturity stage service management solutions that have a technology base. ServiceNow's lightweight-of-code feature and its integration with organizational processes have garnered a lot of attention from the top platforms for ESM, enabling faster application development, organization workflows, and automation. This study explores how ServiceNow can improve operational efficiency and costs within an organization and offer tangible ROI benefits. Key ROI evaluation metrics with their connection to cost-savings, productivity, service resolution time and user satisfaction are discussed. It also delves into the benefits of workflow automation, self-service, centralized service management, and low-code development platforms on enhancing business performance and resource efficiency. The research further emphasizes the strategic implications of ServiceNow for enterprise-wide ICT digital transformation, as it can help cut down on manual work, boost service delivery, and aid in informed decision-making.

The result is suggested finding that the organization that implements ServiceNow can gain a significant advantage in terms of efficiency, cost reduction, and services quality by standardizing and automating processes. In conclusion, the study confirms that it is vital to measure ROI correctly in order to prove the business's return on investment when it comes to investments in enterprise IT service management software, Solution (ESM) is a critical component of sustainable operational excellence and cost reduction in today's enterprise.

Keywords: Enterprise Service Management, Return on Investment (ROI), ServiceNow, Organizational Efficiency, Cost Reduction, Workflow Automation, Low-Code Development, Digital Transformation, Service Delivery, Business Process Optimization.

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INTRODUCTION

Digital transformation initiatives are gaining traction across industries, driven by the need to increase the efficiency of the organization, cut costs and deliver better service. Enterprise Service Management or ESM is a strategic way which takes the application of service management beyond the boundaries of IT services and brings it to other departments of an organization, such as HRM, Finance, Facilities Management, Customer Service and elsewhere. ESM helps businesses to streamline their workflows, save on repetitive tasks, and standardize their service delivery processes for better resource utilization and improved business performance. With investments in enterprise service platforms steadily increasing, Return on Investment

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(ROI) has emerged as a key metrics for quantifying the profit and effect it delivers from these digital efforts.

ROI is a metrics tool used to measure financial and operational returns on technology investments

against the costs of investing and maintaining the technology. Corporations implementing Enterprise Service Management solutions are looking for tangible results to come from their initiative, including saving on operating costs, increasing employee productivity, speeding up service resolution, raising customer satisfaction, and increasing organizational agility. In this way, ROI evaluation offers decision makers some evidence that technology deployments achieve strategic objectives and help the business to be more valuable in the long term.

ServiceNow is a leading platform behind the Enterprise Service Management, and among their most notable features is their extensive workflow automation capabilities and their low-code/no-code features. The platform allows companies to digitize and automate business processes and to avoid relying on traditional software development methods. In the past five years, low-code and no-code paradigms have revolutionized enterprise application development, enabling both technical and non-technical users to design and develop applications with little or no coding knowledge, and consequently faster application deployment time and lower development costs (Uzoka et al., 2020; Yan, 2021). This has made platforms like ServiceNow integral weapons that fuel organizational innovation and operational efficiency.

As India's digital transformation and enterprise modernization become dominant trends, the rise of low-code/no-code platforms signifies this change. Research indicates that these platforms facilitate rapid application development, improve responsiveness to business needs, and support scalable process automation across various sectors (Korada, 2022; Upadhyaya, 2023). Furthermore, organizations are increasingly leveraging low-code solutions to streamline business operations, enhance collaboration, and accelerate digital initiatives without requiring extensive software engineering resources (Nam, 2023; Domański et al., 2023). Such developments have expanded the role of ServiceNow beyond traditional IT service management into a comprehensive enterprise-wide service management platform.

ServiceNow's low-code architecture enables organizations to automate workflows, integrate disparate systems, and develop customized business applications that support operational excellence. These capabilities contribute to cost reduction by minimizing manual processes, reducing development expenditures, and improving service delivery efficiency (Venkata

Subhadu, 2023; Muppaneni, 2023). Additionally, low-code platforms have been shown to foster innovation by empowering business users to participate directly in application development and process improvement initiatives, thereby increasing organizational adaptability and responsiveness (Elshan, Germann, Dickhaut, & Li, 2023).

Despite these advantages, organizations continue to face challenges in accurately measuring the financial and operational impacts of Enterprise Service Management investments. While low-code platforms offer opportunities for faster and more cost-effective development, they also introduce considerations related to governance, scalability, security, and long-term maintenance (Elshan, Dickhaut, & Ebel, 2023). As a result, a comprehensive assessment of ROI requires the evaluation of both tangible financial benefits and intangible organizational outcomes.

This study examines the role of ServiceNow in enhancing organizational efficiency and reducing operational costs within the context of Enterprise Service Management. It explores key ROI measurement approaches, identifies relevant performance indicators, and analyzes how ServiceNow's workflow automation and low-code capabilities contribute to business value creation. Through this analysis, the study provides insights into the strategic importance of Enterprise Service Management platforms in supporting organizational performance and sustainable digital transformation.

ENTERPRISE SERVICE MANAGEMENT AND SERVICENOW FRAMEWORK

Overview of Enterprise Service Management

Enterprise Service Management (ESM) refers to the application of service management principles, practices, and technologies across an entire organization beyond traditional Information Technology (IT) functions. ESM extends structured service delivery approaches to departments such as Human Resources, Finance, Facilities Management, Customer Service, Procurement, and Legal Services, enabling organizations to standardize workflows, automate processes, and improve service quality. The primary objective of ESM is to create a unified service environment that enhances operational efficiency, transparency, and organizational responsiveness.

The growing demand for digital transformation has accelerated the adoption of enterprise platforms

Table 1: Major ServiceNow Components and Their Enterprise Service Management Functions

<i>ServiceNow Component</i>	<i>Primary Function</i>	<i>Organizational Benefit</i>
IT Service Management (ITSM)	Incident, problem, and change management	Improved IT service quality and faster issue resolution
IT Operations Management (ITOM)	Infrastructure monitoring and operational visibility	Enhanced operational stability and reduced downtime
HR Service Delivery (HRSD)	Employee service management and onboarding	Improved employee experience and productivity
Customer Service Management (CSM)	Customer request and case management	Faster customer support and higher satisfaction
App Engine	Low-code application development	Rapid deployment of business applications
Workflow Automation	Process orchestration across departments	Reduced manual effort and increased efficiency
Performance Analytics	Reporting and performance measurement	Data-driven decision-making and continuous improvement
Self-Service Portals	User access to services and information	Reduced support workload and improved accessibility

Table 2: Enterprise Service Management Value Drivers Enabled by ServiceNow

<i>Value Driver</i>	<i>Mechanism</i>	<i>Expected Outcome</i>
Process Automation	Automated workflows and approvals	Reduced operational costs
Service Standardization	Unified service management practices	Improved consistency and compliance
Low-Code Development	Rapid application creation and modification	Faster innovation and deployment
Self-Service Functionality	Employee and customer self-service portals	Increased productivity and reduced support demand
Data Visibility	Real-time analytics and dashboards	Better decision-making
Cross-Functional Integration	Centralized service platform	Improved collaboration and efficiency
Workflow Optimization	Streamlined service processes	Reduced cycle times and improved service delivery

capable of integrating diverse business processes within a single ecosystem. Modern ESM solutions leverage automation, workflow orchestration, analytics, and self-service capabilities to streamline operations while reducing manual intervention. Research indicates that low-code and no-code technologies have become essential enablers of enterprise-wide digital transformation because they allow organizations to rapidly develop, modify, and deploy applications without extensive programming expertise (Yan, 2021; Upadhyaya, 2023).

ServiceNow as an Enterprise Service Management Platform

ServiceNow is one of the most widely adopted Enterprise Service Management platforms, providing organizations with a centralized environment for managing services, workflows, and business processes. Originally developed for IT Service Management

(ITSM), the platform has evolved into a comprehensive enterprise solution supporting multiple business functions through integrated workflow automation and digital service delivery.

A defining characteristic of ServiceNow is its low-code development architecture, which enables organizations to build and customize applications rapidly while minimizing dependence on traditional software development cycles. Low-code capabilities facilitate faster deployment, reduced development costs, and improved organizational agility, making ServiceNow an effective platform for digital transformation initiatives (Uzoka et al., 2020; Nam, 2023).

The platform provides a unified data model, workflow engine, artificial intelligence capabilities, and analytics tools that help organizations automate repetitive tasks, improve service delivery, and enhance decision-making processes. By integrating business functions into a single platform, ServiceNow reduces operational silos and promotes cross-functional collaboration, which



Table 3: Key ROI Metrics for Enterprise Service Management Evaluation

<i>ROI Metric</i>	<i>Measurement Focus</i>	<i>Expected Organizational Benefit</i>
Operational Cost Savings	Reduction in service delivery and administrative expenses	Lower operating costs
Employee Productivity	Time saved through workflow automation	Increased workforce efficiency
Service Resolution Time	Speed of incident and request fulfillment	Improved service quality
Application Development Cost	Reduction in coding and development effort	Lower IT expenditure
User Satisfaction	Employee and customer experience ratings	Higher service adoption
Process Automation Rate	Percentage of automated workflows	Enhanced operational consistency
Resource Utilization	Efficient allocation of personnel and technology resources	Improved organizational performance
Time-to-Deployment	Speed of application and workflow implementation	Faster business innovation

Table 4: Organizational Efficiency Improvements Enabled by ServiceNow

<i>Operational Area</i>	<i>Traditional Approach</i>	<i>ServiceNow-Enabled Approach</i>	<i>Efficiency Outcome</i>
Incident Management	Manual ticket logging and tracking	Automated incident workflows and routing	Faster issue resolution
Service Requests	Email and paper-based submissions	Self-service portals and automated approvals	Reduced processing time
Workflow Management	Department-specific procedures	Standardized enterprise workflows	Improved process consistency
Application Development	Conventional coding methods	Low-code/no-code development environment	Faster deployment cycles
Performance Monitoring	Periodic manual reporting	Real-time dashboards and analytics	Enhanced decision-making
Knowledge Management	Dispersed documentation systems	Centralized knowledge repositories	Improved information accessibility
Cross-Department Collaboration	Isolated departmental systems	Integrated enterprise platform	Better coordination and communication
Resource Utilization	Reactive allocation of resources	Data-driven workload management	Increased operational efficiency

contributes to higher organizational efficiency and measurable business value (Domański et al., 2023; Venkata Subhadu, 2023).

ServiceNow Components Supporting Enterprise Service Management

ServiceNow’s framework consists of several interconnected modules designed to support enterprise-wide service delivery and operational management. These modules enable organizations to standardize processes while maintaining flexibility for department-specific requirements.

The integration of these modules enables organizations to establish standardized service processes while maintaining scalability and adaptability. Such capabilities are particularly valuable in environments requiring rapid response to changing business requirements and increasing service demands (Korada, 2022; Muppaneni, 2023).

Low-Code Capabilities and Digital Transformation

The effectiveness of ServiceNow as an ESM platform is closely linked to its low-code development capabilities. Low-code platforms allow business users and professional developers to collaborate in creating applications through graphical interfaces, reusable components, and automated development tools. This approach significantly reduces development time and enhances organizational agility compared to traditional coding methods (Upadhyaya, 2023).

Studies have shown that low-code and no-code platforms accelerate innovation by enabling faster application deployment and encouraging broader participation in digital solution development (Elshan, Germann, Dickhaut, & Li, 2023). Furthermore, these platforms support continuous process improvement by allowing organizations to modify workflows and

Table 5: Major Cost Reduction and ROI Outcomes Associated with ServiceNow Adoption

Cost Category	Traditional Environment	ServiceNow-Enabled Environment	ROI Impact
Labor Costs	High dependence on manual processing	Automated workflows and task routing	Reduced staffing and administrative expenses
Application Development Costs	Extensive coding and development resources required	Low-code/no-code application development	Faster deployment and lower development expenditure
Maintenance Costs	Multiple disconnected systems requiring separate support	Unified platform management	Lower maintenance and support costs
Service Delivery Costs	Delayed response and resolution times	Automated service fulfillment and self-service portals	Improved service efficiency and cost savings
Training Costs	Complex technical skill requirements	User-friendly development and administration tools	Reduced employee training expenses
Opportunity Costs	Slow innovation and process adaptation	Rapid deployment of new solutions	Increased organizational agility and business value

applications in response to evolving operational needs without extensive redevelopment efforts (Yan, 2021).

ServiceNow leverages these capabilities to facilitate enterprise-wide automation, streamline service delivery, and reduce dependency on specialized software development resources. Consequently, organizations can achieve operational improvements while controlling technology-related expenditures (Uzoka et al., 2020; Nam, 2023).

Enterprise Service Management Value Framework

The value generated by ServiceNow within an ESM environment can be understood through its contribution to operational efficiency, service quality, and cost optimization. By automating routine tasks, standardizing workflows, and providing real-time visibility into organizational processes, the platform creates measurable benefits that support ROI generation.

Overall, the ServiceNow framework aligns closely with the objectives of Enterprise Service Management by providing a centralized platform that integrates automation, low-code development, analytics, and service management capabilities. These features enable organizations to improve operational performance, support digital transformation initiatives, and establish a foundation for measurable ROI through enhanced efficiency and cost reduction (Elshan, Dickhaut, & Ebel, 2023; Domański et al., 2023).

MEASURING ROI IN ENTERPRISE SERVICE MANAGEMENT

Return on Investment (ROI) is a critical performance indicator used to evaluate the effectiveness of Enterprise Service Management (ESM) initiatives. It measures

the value generated from organizational investments relative to the costs incurred in implementing and maintaining service management solutions. In modern enterprises, ROI assessment extends beyond direct financial gains to include improvements in operational efficiency, service quality, employee productivity, and organizational agility. As organizations increasingly adopt digital platforms such as ServiceNow, measuring ROI has become essential for justifying technology expenditures and guiding future investment decisions (Yan, 2021).

Within the context of ESM, ROI is commonly determined by comparing the benefits derived from streamlined service processes against the total costs associated with software acquisition, implementation, customization, training, and maintenance. The adoption of low-code and no-code technologies has significantly influenced ROI calculations by reducing development complexity, accelerating deployment cycles, and lowering reliance on specialized programming expertise (Uzoka et al., 2020). These advantages contribute to faster realization of business value and improved cost efficiency across organizational functions.

A comprehensive ROI evaluation framework incorporates both quantitative and qualitative performance indicators. Quantitative measures include reductions in operational costs, improvements in service resolution times, increases in employee productivity, and decreases in application development expenses. Qualitative indicators encompass enhanced user satisfaction, improved service experiences, greater process transparency, and increased organizational responsiveness. The integration of these metrics provides a holistic assessment of the value generated by ESM investments (Korada, 2022; Upadhyaya, 2023).



One of the primary methods used in measuring ESM ROI is cost-benefit analysis. This approach identifies direct and indirect benefits generated by the service management platform and compares them with implementation and operational costs. Direct benefits often include reduced labor costs, lower infrastructure expenditures, and decreased support requirements. Indirect benefits may involve improved decision-making, enhanced collaboration, increased compliance, and better customer experiences. Organizations that leverage low-code and no-code development environments frequently achieve higher returns because applications can be developed and deployed more rapidly while requiring fewer technical resources (Nam, 2023; Venkata Subhadu, 2023).

Another important dimension of ROI measurement is productivity enhancement. ServiceNow and similar platforms automate repetitive tasks, standardize workflows, and centralize service delivery processes. These capabilities reduce manual intervention and allow employees to focus on higher-value activities. Research on low-code/no-code platforms indicates that workflow automation contributes significantly to productivity gains by minimizing bottlenecks and reducing process delays across organizational departments (Domański et al., 2023; Yan, 2021).

Furthermore, ROI assessment should consider innovation-related outcomes. Low-code development environments empower business users and citizen developers to participate in application creation, thereby accelerating digital transformation efforts. This democratization of software development can generate substantial business value through faster innovation cycles, improved responsiveness to market demands, and enhanced organizational adaptability. Studies have shown that low-code platforms support bottom-up innovation while reducing development costs and project delivery times, thereby strengthening overall ROI performance (Elshan, Germann, Dickhaut, & Li, 2023).

Despite the substantial benefits associated with ESM investments, organizations may encounter challenges in accurately measuring ROI. Intangible benefits such as employee satisfaction, organizational learning, and service quality improvements are often difficult to quantify. Additionally, implementation complexities, integration requirements, and change management costs may influence realized returns. Effective ROI measurement therefore requires a balanced evaluation

framework that incorporates financial, operational, and strategic performance indicators (Elshan, Dickhaut, & Ebel, 2023).

Overall, measuring ROI in Enterprise Service Management involves a multidimensional assessment of cost savings, productivity improvements, service quality enhancements, and innovation outcomes. The growing adoption of low-code and no-code platforms has strengthened the business case for ESM investments by enabling faster deployment, reduced development costs, and improved operational performance. Consequently, organizations can utilize ROI metrics to evaluate the effectiveness of platforms such as ServiceNow and to support data-driven decisions regarding future digital transformation initiatives (Muppaneni, 2023; Upadhyaya, 2023).

SERVICE NOW'S ROLE IN ENHANCING ORGANIZATIONAL EFFICIENCY

Enterprise Service Management (ESM) has emerged as a strategic approach for improving organizational performance through the integration of digital workflows, automation, and service delivery optimization. ServiceNow plays a significant role within this framework by providing a unified platform that enables organizations to automate routine processes, streamline service requests, and improve operational visibility across departments. As a low-code/no-code platform, ServiceNow supports rapid application development and workflow customization, allowing organizations to respond more effectively to changing business requirements while reducing dependence on extensive traditional software development resources (Uzoka et al., 2020; Upadhyaya, 2023).

A key contribution of ServiceNow to organizational efficiency is its ability to automate repetitive and manual processes. Traditional service management environments often rely on fragmented systems, email-based communication, and manual tracking mechanisms that increase processing times and create operational bottlenecks. Through workflow automation, ServiceNow standardizes service delivery procedures and reduces human intervention in routine tasks, resulting in faster response times and improved resource utilization (Yan, 2021; Korada, 2022). Automation also minimizes the likelihood of errors, ensuring greater consistency and reliability in service operations.

The platform further enhances efficiency through its low-code/no-code development capabilities. Organizations can rapidly design, deploy, and modify

applications without requiring extensive programming expertise. This accelerates digital transformation initiatives by enabling business users and departmental stakeholders to participate directly in application development and process improvement efforts. Research has shown that low-code platforms facilitate faster solution delivery, improve business agility, and reduce development costs while maintaining operational effectiveness (Nam, 2023; Venkata Subhadu, 2023). Consequently, ServiceNow enables enterprises to address emerging operational challenges more efficiently than traditional development approaches.

Another important efficiency driver is the platform's centralized service management architecture. ServiceNow consolidates workflows, service requests, incident management, knowledge management, and reporting functions within a single environment. This integration eliminates information silos and improves collaboration among departments, leading to more coordinated decision-making and service execution (Domański et al., 2023). By providing a unified source of operational data, organizations can monitor performance in real time and identify areas requiring process optimization.

ServiceNow also contributes to organizational efficiency through advanced analytics and performance monitoring capabilities. Real-time dashboards and reporting tools provide managers with actionable insights into service performance, resource allocation, and operational trends. Such visibility supports evidence-based decision-making and continuous improvement initiatives. According to Elshan, Dickhaut, and Ebel (2023), low-code platforms increasingly create value by enabling organizations to combine automation with data-driven management practices, thereby enhancing overall business performance.

Furthermore, the platform promotes innovation by empowering employees to develop workflow solutions that address specific operational challenges. This bottom-up innovation approach encourages greater employee involvement in process improvement and accelerates organizational adaptability. By lowering technical barriers to application development, ServiceNow enables departments to create customized solutions that improve productivity and operational responsiveness (Elshan et al., 2023; Muppaneni, 2023).

Overall, ServiceNow enhances organizational efficiency by combining workflow automation, low-code/no-code development, centralized service management, and real-time analytics within a

single enterprise platform. These capabilities enable organizations to streamline operations, improve productivity, reduce administrative burdens, and strengthen digital transformation outcomes. As enterprises increasingly seek scalable solutions for operational excellence, ServiceNow serves as a critical enabler of efficiency improvement and sustainable business performance (Uzoka et al., 2020; Nam, 2023; Elshan et al., 2023).

COST REDUCTION AND ROI OUTCOMES

The adoption of Enterprise Service Management (ESM) platforms such as ServiceNow has become a strategic approach for organizations seeking to improve operational performance while reducing overall costs. Through workflow automation, process standardization, and low-code/no-code development capabilities, ServiceNow enables organizations to streamline service delivery and achieve measurable returns on investment (ROI). Cost reduction is often realized through decreased manual effort, shorter development cycles, lower maintenance expenses, and improved resource utilization, all of which contribute directly to enhanced organizational value (Uzoka et al., 2020; Yan, 2021).

One of the primary drivers of ROI in ServiceNow implementations is the automation of repetitive business processes. Traditional service management environments frequently rely on manual workflows, extensive email communications, and fragmented systems that increase operational costs and reduce productivity. By automating incident management, request fulfillment, approvals, and workflow routing, organizations can significantly reduce labor-intensive activities and minimize human errors. These efficiencies translate into lower operational expenditures and faster service delivery, thereby improving financial performance (Korada, 2022; Domański et al., 2023).

Low-code and no-code functionalities embedded within ServiceNow further contribute to cost reduction by accelerating application development and reducing dependency on specialized software development resources. Instead of investing substantial time and financial resources in conventional coding practices, organizations can rapidly design, deploy, and modify business applications through visual development tools. This capability lowers development costs while enabling business units to respond more quickly to changing operational requirements (Upadhyaya, 2023; Nam, 2023). Furthermore, reduced development



complexity allows organizations to optimize IT budgets and allocate resources toward higher-value strategic initiatives (Venkata Subhadu, 2023).

The financial benefits generated by ServiceNow extend beyond direct cost savings. Organizations frequently experience indirect gains through enhanced employee productivity, improved service quality, and greater customer satisfaction. Automated workflows reduce processing delays and administrative bottlenecks, enabling employees to focus on strategic and value-adding activities rather than routine operational tasks. These productivity improvements contribute substantially to ROI because they increase organizational output without requiring proportional increases in labor costs (Muppaneni, 2023; Yan, 2021).

Another important ROI outcome is the promotion of innovation and business agility. Low-code platforms empower both technical and non-technical personnel to participate in application development and process improvement initiatives. This democratization of development supports bottom-up innovation and enables organizations to implement solutions more rapidly and cost-effectively than traditional software development approaches. As a result, businesses can respond more efficiently to market changes and operational challenges while maintaining lower development expenditures (Elshan, Germann, Dickhaut, & Li, 2023).

Despite these advantages, organizations may encounter challenges that affect the realization of expected ROI. Governance concerns, integration complexities, security requirements, and the need for proper change management can increase implementation costs if not effectively managed. Additionally, excessive reliance on citizen development may create issues related to application quality, scalability, and compliance. Consequently, successful ROI realization requires a balanced approach that combines low-code flexibility with robust governance frameworks and organizational oversight (Elshan, Dickhaut, & Ebel, 2023; Korada, 2022).

Overall, ServiceNow contributes significantly to organizational cost reduction and ROI enhancement by automating service management processes, reducing development expenditures, improving workforce productivity, and enabling rapid digital innovation. The integration of low-code/no-code capabilities within enterprise service management environments strengthens the business case for ServiceNow adoption and supports sustainable operational efficiency across

diverse organizational contexts (Uzoka et al., 2020; Nam, 2023; Elshan et al., 2023).

CONCLUSION

Measuring Return on Investment (ROI) in Enterprise Service Management (ESM) is essential for organizations seeking to justify technology investments and maximize operational value. The findings of this study demonstrate that ServiceNow serves as a strategic platform for enhancing organizational efficiency, streamlining service delivery processes, and reducing operational costs through automation, workflow standardization, and digital service management capabilities. By integrating enterprise-wide services into a unified platform, organizations can improve productivity, accelerate response times, and achieve measurable financial and non-financial benefits.

It also underscores how critical low code and no code technologies are becoming to ensuring enterprise service management (ESM) solution effectiveness. The development approaches in this effort facilitate rapid deployment of the software applications, limit reliance on specific programming skills and boost organizational agility positively affecting ROI outcomes (Uzoka et al., 2020; Yan, 2021). By harnessing the power of low-code functionality, platforms like ServiceNow enable organizations to swiftly tweak business needs while still preserving cost-effectiveness and service quality (Nam, 2023; Venkata Subhadu, 2023).

Furthermore, the research also shows that digitalisation efforts can bring significant benefits in terms of better service performance, resource utilisation and process optimisation for businesses that leverage ServiceNow. The benefits for organisations include an increase in visibility, the ability to make decisions based on data, and better interdepartmental cooperation, which can lead to long-term, operational excellence (Domański et al., 2023). Its capabilities to automate repetitive tasks and enable ongoing innovation continue to make it a compelling option for an enterprise service management solution (ESM) (Muppaneni, 2023).

Notwithstanding the benefits, enforcement of best practice in governance, adoption, training employees, and including technology investments in the organization's goals and purposes are needed to optimize ROI. Various issues such as security concerns, regulatory and governance requirements, and integration complexities need to be addressed to achieve sustainable value creation after implementation of low-code and no-code (Korada, 2022; Elshan,

Dickhaut, & Ebel, 2023). Moreover, organizations should implement robust frameworks that help to measure the performance of the organisation, both quantitatively and qualitatively, after the implementation of ServiceNow.

In general, ServiceNow is an excellent tool for improving efficiency and reducing costs in enterprise service management. This workflow automation, support for digital transformation, and low-code innovation capabilities offer practical ways for organizations to deliver better service outcomes and get more ROI. With enterprises striving for operational excellence and digital transformation, leveraging ServiceNow and related low-code technologies are likely to continue playing a pivotal role in delivering business value and competitive edge (Upadhyaya, 2023; Elshan, Germann, Dickhaut, & Li, 2023).

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