

Driving Radical Customer Service Innovation

How IT can help customer service move
beyond operational demands to deliver
business growth



Partnering for success

IT leaders stand at a crossroads—continue to manage their organization as a cost center focused on maintaining mission-critical systems? Or become a strategic business partner that spearheads digital transformation and superior customer experiences?

Leading CIOs have become laser-focused on supporting their business' #1 priority: growth.¹ And to support that growth, they are partnering with the business and asking how the IT organization can spark innovation and drive radical new business value.

Nowhere is this partnership moving faster than with customer service organizations. Businesses everywhere have come to realize that customer satisfaction is the foundation for their company's longevity and success, and customer service is where this relationship comes to life.

¹ Gartner, "Mastering the New Business Executive Job of the CIO," 2018.

Customer service imperatives

In this era of the customer, companies are under pressure to transform their customer experience. As McKinsey states, leading companies have come to the realization that “they are in the customer-experience business, and...how [they] deliver for customers is beginning to be as important as what they deliver.”²

Customers today have seemingly endless options, are quick to voice their opinions, and are demanding service on their terms and their time. To adjust to this new reality, customer service organizations³ are redefining the how of delivering excellent customer experiences. This reinvention requires rethinking technology, data, and operations.

We’ve identified three critical imperatives every forward-thinking customer service organization must address.

Transform the customer experience

Just as customers are seeing great experiences proliferate in their personal lives—think Apple, Google, Amazon, and Uber—they are demanding the same from their business relationships. Forrester identified the customer demand for “fast service anytime, anywhere” as the #1 trend for customer service in 2018.³ Similarly, in recent research,⁴ the top priority for contact centers was improving the value of customer interactions.

To reinvent customer interactions, the experience must be designed with the customer at the center. Customers should get the information they need quickly, have their problems solved effortlessly, and be able to easily purchase, consume, and fix their products and services.

Customers bring with them heightened expectations, which is why your services need to be optimized for your customer—not for your company or for the cost.

² McKinsey & Company, “Customer Experience: New capabilities, new audiences, new opportunities,” June 2017.

³ Forrester, “Top Customer Service Trends for 2018,” January 2018.

⁴ ServiceNow, “Survey Report: Putting Service First,” 2016.



Innovate customer engagements

In the past, companies focused on optimization of customer interaction touchpoints. This approach lacks the bigger vision of creating a compelling experience for the customer throughout their entire journey with your company. In fact, research has shown individual touchpoints may perform well, even if the overall experience is poor.⁵

To create truly innovative experiences, the spirit and approach of customer service must be infused across all departments, and—just as importantly—the foundational infrastructure must be there to support it.

To serve up optimized customer experiences, companies must enable new levels of collaboration. This implies borderless sharing of information across departments, collaborative agenda-setting, and a focus on quality customer engagement. Forrester⁶ suggests that organizations focused on customer engagement quality use customer retention and lifetime value as metrics. These customer-centered metrics are a far cry from more traditional customer service metrics, such as average handle time.

⁵ McKinsey & Company, "The CEO guide to customer experience," August 2016.

⁶ Forrester, "Top Customer Service Trends for 2018," January 2018.



Re-imagine operations with strategic AI and automation

As customer service interactions increase, organizations are finding that artificial intelligence (AI) and automation technologies are helping to deliver dramatic efficiency gains. From using the internet of things (IoT) for monitoring to chatbots and intelligent automation, the strategic application of these technologies helps organizations innovate their operations while improving service interactions.⁷

Recent research⁸ shows 89% of customer service organizations use or plan to use machine learning and that their #2 success strategy is to automate routine processes. By utilizing new technologies and taking advantage of their ability to learn over time, organizations are able to identify and streamline everything from service bottlenecks to emerging issues to propensity and timing for purchasing related products.

⁷ Forrester, "Top Customer Service Trends for 2018," January 2018.

⁸ ServiceNow, "The Global CIO Point of View," 2017.

1 to 3

NUMBER OF
DEPARTMENTS IT TAKES
TO RESOLVE ISSUES#1 email,
#2 phone callsTOP CURRENT
COLLABORATION
TECHNOLOGIES

Technology to enable service transformation

Many businesses have their critical business information spread out across a myriad of systems, both back and front office. Disconnected systems continue to generate vast organizational challenges—of which, the inability to easily exchange data between departments, limited visibility, and the challenge of tracking and measuring metrics are just a few.

Simply put, the customer experience can't transform if departments can't connect. This means that customer service must be in sync with field service, project management, IT, HR, finance, assets—every aspect of the business. This connectivity creates end-to-end visibility and effective task assignment and resolution that can only be delivered when departments, processes, and technology work together.

A collaborative, connected organization is the foundation for intelligent customer service. Let's take a look at the critical capabilities of such a system:

Engage and provide visibility

When an organization is connected and collaborating, customer service becomes a team sport. Teams share information and customer history, enabling faster resolution and the ability to fix the root cause of an issue. Business processes can be automated—regardless of which department owns an individual step—and tasks can be assigned and resolved by the most appropriate person in any department.

It is critical to provide easy-to-use tools that deliver full visibility, allowing easy prioritization of tasks and investigation of issues. And to enhance productivity and drive collaboration, these tools must connect employees in real time to share ideas, work together, and make quick decisions.



Modernize the user experience

Customers are demanding the same people-friendly experiences they get with consumer applications. Companies must engage with customers over the channel of their choice—web, chat, telephone, text, or social media—and on their schedule.

Once engaged, a modern user experience delivers a customized, personalized interaction that lets people effortlessly make requests, discover solutions, or find content to solve their own issues. This experience utilizes the customer context—their history, products purchased, and usage details—to show them only the most relevant content or quickly route them to the appropriate personnel.

Intelligently automate

By automating routine processes and removing obstacles, organizations can speed response time to customer concerns. When categorization, prioritization, and assignment of incoming service requests are automated, they can be immediately routed to the most appropriate agent.

Visual tools enable the accessible, rapid assembly of contextual workflows and business process automation that improves efficiency, reduces cost, and frees time for higher value work. Further, by combining customer context and IoT data, intelligent technology provides visualization of the health of devices to extrapolate and predict potential failures or issues.

Business owners and subject-matter experts also need access to powerful analytics for anticipating trends, prioritizing resources, and identifying issues ripe for automation. When integrating with data from financial systems, organizations the visibility to monitor and drive down costs, while maximizing revenue opportunities.



Accelerate application development

It is vital to be able to quickly build custom applications using existing applications, services, and integrations. Companies should look for app development tools that are user-friendly so that anyone in the business, even outside of IT, can develop applications to meet their needs.

The right platform provides data management, workflows, templates, scripting tools, and integrations to enable rapid development and deployment of applications for every department. It should also provide application exchanges where companies can purchase additional, certified applications to accelerate internal deployment timelines, complement existing development, and rapidly solve complex business problems.

Take full advantage of cloud

Customer service apps—like customer service itself—must always be on.

Cloud architecture provides an advanced, high-availability infrastructure that affords instance redundancy between data centers in a chosen geography. It must also support the highest levels of compliance and global regulations and scale to meet your company's needs.

Multi-instance architectures give every customer their own unique application and database, which allows deployment and upgrading on a company's own schedule, customization of the service, backup and recovery, and physical (not just logical) separation of their data from that of other customers.



The ServiceNow customer service solution

With ServiceNow Customer Service Management, your organization can provide service that is effortless, connected, and proactive—resulting in increased customer satisfaction while reducing case volumes and costs. Our solution connects the systems and workflows across the organization to engage other departments in the resolution of the root cause of issues, drive permanent solutions, and improve product quality.

Built on the ServiceNow platform, it gives you the ability to drive innovation with efficient application development and the ability to connect and align enterprise applications. It incorporates intelligent technology to provide visually-developed, automated workflows and proactive capabilities that help you get ahead of customer issues. And it delivers a modern user experience that is omni-channel, personalized, and effortlessly gets customers to the information and experts they need for rapid issue resolution.

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The EpicCare project with the global rollout of ServiceNow Customer Service Management is widely recognized as one of the best projects we have ever implemented at Epicor.

– **Senior Vice President,**

Global Support, Epicor Software

Don't take our word for it

ServiceNow customers of every size and industry have reinvented their customer experience with Customer Service Management. Here are a few of their stories.

EPICOR

Epicor had more than 15 CRM based support systems and 50 plus customer portals to provide support to its 20,000 customers worldwide. This led to a poor and inconsistent customer service experience, long resolution times, and high costs.

Today, Epicor provides a new single global customer support platform powering the delivery of a consistent service experience to all its customers and partners. With ServiceNow Customer Service Management, Epicor realized:

- A 10 percentage point increase in Net Promoter Score (NPS) in the first 10 months
- Improved agent satisfaction and productivity
- \$11.4 million in economic impact from investing in the solution

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ServiceNow has helped us with more than optimizing our customer service processes. They've helped us drive business change.



Eyal Lubin

Director of Global Service Operations, NICE

NICE®

NICE has 25,000+ customers and more than 5,000 employees doing business in 150 countries. NICE places an extremely high priority on customer service, but the challenges of keeping up were escalating, with more than 1,000 support cases per month that needed individual attention, and 70,000 total cases per year.

With ServiceNow Customer Service Management, they were able to modernize their service capabilities, leading to:

- More empowered customers with 80% of cases opened via self-service portal
- Internal staff being able to focus on high-priority issues
- Cases opened 8x faster
- Streamlined case routing and reporting via process automation



With a change of administration, the State of Tennessee established a new focus on delivering service to its constituents. This “customer-focused government” started with some significant challenges, such as averaging 36 hours for citizen inquiries to be assigned to a representative.

After implementing ServiceNow Customer Service Management, they were able to reduce inquiry assignment time from 36 hours to 8 minutes to 100 seconds. Workflow management is the biggest benefit, ensuring employees can now see who was responsible at each step of the process—a far cry from the disjointed workflows and piecemeal spreadsheet management that had dominated the department.



A checklist for driving customer service innovation

On your quest to innovate your customer service experience, be sure to choose a solution that will help you:

- ✓ **Gain full visibility across the organization**
by integrating front-end and back-end processes across the organization.
- ✓ **Make customer service a “team sport”**
by engaging the entire organization to collaboratively prioritize and solve problems.
- ✓ **Modernize the customer experience**
by allowing customers to effortlessly engage when and how they want through self-service options such as virtual agents, knowledge base, portal, and communities.
- ✓ **Automate and innovate with IoT and new technology**
by proactively identifying opportunities and issues, automating routine processes, and freeing agent time for more high-value work.
- ✓ **Quickly create and deploy custom applications**
by taking advantage of reusable integration, service, and templates for rapid development and deployment.
- ✓ **Seek flexible and efficient deployment**
by providing a cloud-based infrastructure that supports innovative development, deployment scale, and high availability.

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About ServiceNow

ServiceNow was started in 2004 with the belief that getting simple stuff done at work can be easy, and getting complex multi-step tasks completed can be painless. From the beginning, ServiceNow envisioned a world where anyone could create powerful workflows to get enterprise work done. Today, ServiceNow is the cloud-based platform that simplifies the way we work. ServiceNow software automates, predicts, digitizes, and optimizes business processes and tasks, across IT, customer service, security, human resources, and more, to create a better experience for your employees and customers while transforming your enterprise. ServiceNow is how work gets done.