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Deliver experiences
customers crave

**The three key CX imperatives driving
leaders in 2024 and beyond**

One frustrating experience can be all it takes to lose a customer—yet one *delightful* experience can spark the beginning of a lifetime of loyalty.

But those interactions won't happen at all if your organization fails to live up to customers' expectations—and these expectations are constantly evolving and expanding. Only prompt issue resolution and a 360-degree view of customer interactions will enable organizations to deliver the seamless, self-directed, and memorable experiences customers crave.

That's easier said than done, though. Leaders face many challenges in just *maintaining* their customer experience (CX), never mind enhancing it. Managers struggle to train and upskill customer service agents and measure performance, while those same agents wade through high case volumes—especially for common requests—resulting in low bandwidth to deal with more complex issues.

Moreover, those agents lack the guidance and resources to respond to customer problems accurately during first contact, leaving customers unsatisfied and frustrated. And if there are limited or no self-service options, customers can't resolve their issues themselves even if they want to.

Elsewhere, organizations face operational complexities, resulting in greater reactivity when problems arise, causing issues to escalate. Additionally, organizations face the complexity of people, data, and processes siloed not only across their front, middle, and back office departments, but also across outsourced call centers, as well as third-party vendors like service technicians and fulfillment operations. These disconnects cause service to be reactive while leading to slower and inconsistent response times. This is costly to the organization both in terms of the human middleware involved and the impact on customer satisfaction.

But it doesn't have to be that way—which is why in this ebook we're examining the three greatest imperatives influencing organizations' current approach to improving CX in 2024 and beyond. We'll also see how leading organizations are recognizing the benefits of automating and streamlining their processes, decreasing cost-to-serve while resolving customer issues faster than ever.

Along the way, we'll explore case studies showing the far-reaching impact organizations are making by meeting (and sometimes exceeding) ever-evolving customer expectations for speed, convenience, and personalization. We'll demonstrate how they're connecting data, people, and processes, and leveraging a single system of action to address customer needs proactively, efficiently, and transparently.

What's inside

Imperative #1

The personal touch: create context for engaging experiences

Today's business landscape is forcing organizations to drive efficiencies and lower costs while differentiating and remaining competitive. Only then can they meet customers' rising expectations. Enter: AI and automation.

AI and automation unlock new opportunities to make your customer engagement ever more personalized, your customer interactions ever more seamless. But to get the most out of AI and automation, you need to ensure your customer service agents have as much context as possible at their fingertips.

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Telia

Case study

Telia embraces 5G with automated service assurance

Swedish multinational telecommunications provider Telia knew it needed to do better at delivering an effective customer experience. With ServiceNow, Telia moved to an automated and AI-enabled service assurance model to:

✅ **Detect network disruptions**

✅ **Deal with incidents quickly and effectively**

✅ **Identify root causes and potential impacts on customers faster and more precisely**

"

With ServiceNow we can give users a seamless, consistent experience across all regions.

Malin Fransen Kronberg—Director, Service Assurance

Almost every business looking to execute an individual service touchpoint or experience now depends on AI and automation. However, if their use starts feeling too robotic or invasive, customers will be turned *off*, not on.

It's a fine line. Say a customer purchases an item, then contacts customer service. The organization can identify the customer, look up their interactions, and—using automation—ask the customer whether they're inquiring about a recent order. But as customers grow increasingly aware of businesses' use of AI, your agents must become more "human," to avoid any perception that automation has rendered your company lifeless or unempathetic.

Done right, AI and automation give your customer service agents all the context they need to deliver a pleasant, empathetic, and highly personalized experience. AI can serve up customer contact details, case history, real-time summarization of the chat inquiry the customer just submitted, and real-time sentiment analysis so the agent can understand the customer's mood and disposition and serve them accordingly. This not only helps the customer feel they're known individually by the organization, but also accelerates the entire service experience.

These benefits extend across industries. In healthcare, for example, one of the biggest challenges has long been providing personalized care to each patient according to their individual needs and preferences. Through innovations in AI, patients with wearable devices have oversight of their own data—and furthermore, clinicians can *use* that data to make better-informed, more patient-centric decisions.

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LLOYDS BANK

Lloyds Banking Group adopts data-driven payment operations

A change in circumstances highlighted Lloyds Banking Group's intensive manual processes, which were heightening complexity at the British retail and commercial bank while inflating its operational costs.

But ServiceNow's data-driven process automation helped Lloyds revolutionize its processes, greatly improving customer outcomes:

91%
of batch payment exceptions resolved automatically

82%
of direct debit refunds fully automated

72%
of payment-in-error processes automated, compared to 100% previously being performed manually

"

A dedicated team of individuals at Lloyds Banking Group, with the support of ServiceNow's platform, have delivered a back office process that is now automated and driven by integrated data, and has challenged traditional ways of working to achieve outstanding results for customers.

Lloyds Banking Group

Retailers are using emerging AI technologies to get ahead

By leveraging AI technologies like machine learning and natural language processing, future-oriented retailers can now engage with customers more seamlessly than ever. For example, they can ensure the customer receives their product in a timely manner, and has all the information they need when it comes to use and installation. Refinements like these minimize product return rates, and reduce the need for customer support. In short, these innovations are enabling retailers to deliver the easy and tailored experiences their customers demand.

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BMO

BMO delivers frictionless banking experience for customers

North American financial services company BMO Commercial Bank was struggling with an aging legacy customer service system, which was increasingly frustrating customers.

BMO launched ServiceNow's Live Agent in only three months, and embedded its behavioral analytics tool in ServiceNow within a two-week sprint, enabling total understanding of a customer's interaction history.

ServiceNow provides the 360-degree view that's integral to delivering insightful and personalized service at speed—and with confidence.

200%
YoY increase in self-service

80%
reduction in development costs

63%
reduction in case types

> ❝
> **SerivceNow has played a huge part in helping us deliver data-driven end-to-end service enhancements. Self-service has increased by more than 200% year-over-year, and feedback from our customers is incredibly positive.**

Oscar Navarro—Head, Digital Product Development, Online Banking for Business, North America Treasury and Payment Solutions

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Meanwhile, the fast-growing Internet of Things (IoT) helps organizations gather data in real time from multiple touchpoints and personalize customers' experiences right there in the moment. Then there's AI edge computing, the process of performing AI-related tasks like data processing and analysis at the "edge" of the network. This enables businesses to analyze customers' needs, preferences, and behaviors as they engage with their products or services.

AI and automation are helping create stronger customer relationships

While many issues can be directly addressed by the frontline with minimal or even no interaction with customer service agents, others can be solved only by a coordinated network of people, systems, and departments. This is when AI and automation truly shine—by streamlining communication across the front, middle, and back offices.

With this data, AI and automation can catalyze next-level customer engagement. By providing organizations with profound insights into customer sentiment, they help forge deeper and more meaningful experiences. Automating basic data collection and manual and repetitive tasks frees the agent to make an empathetic human connection with customers.

◎ ROGERS™

Case study

Rogers reinvents its customer service philosophy

With ServiceNow's help, Canadian media and communications company Rogers Communications was able to more proactively fix customers' problems and keep them better informed.

41%
reduction in daily case volumes

19%
reduction in inbound calls

71%
of customers give Rogers a 9 or 10 out of 10

" **ServiceNow has given us the tools to be consistent, and enabled us to win the hearts and minds of our people.**

Scott Thomson—VP, Technical Customer Service

AI and automation can serve your organization best when used to eliminate manual customer service tasks, while keeping agents in the loop about where the customer is with their issue. This includes the customer's sentiment, so the agent has all the context necessary to empathize with the customer when they interact. An agent freed of mundane tasks has more bandwidth to focus on adding value for the customer, by building trust and nurturing that all-important human connection.

How can ServiceNow help?

With ServiceNow, you can address customer issues more proactively, automate common requests, and improve customer service operations by:

- ✓ Uniting your data, people, and processes on a single system of action to address customer needs transparently and efficiently

- ✓ Streamlining agent processes to solve customer issues faster, freeing your teams to focus on delivering customer experience excellence

- ✓ Building AI into your customer experience, reducing your cost-to-serve while meeting customers' expectations for speed and convenience

Now Assist
Generative AI experiences with ServiceNow

Accelerate customer service productivity with generative AI:

✓ **Speed up service response with faster context gathering on issues and actions taken**

✓ **Summarize cases and create knowledge with a conversational side-panel assistant for agents**

✓ **Speed up resolution with at-a-glance summaries for cases and interactions, and decrease wrap-up time**

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Coca-Cola
EUROPEAN PARTNERS

Case study
Coca-Cola European Partners (CCEP) uses AI to transform shared services

Operating in 13 countries, CCEP worked with ServiceNow to:

Automate its manual processes

Consolidate its multiple legacy systems

Free up resources to generate more value

Set high standards for other departments

Now, 40% of all customer requests are handled by machine learning.

> " ServiceNow Customer Service Management has all the functionality we need to streamline services and unlock greater transparency, helping us provide the best possible service for our partners and customers.

Martha Merk—Associate Director, Business Partner Shared Services

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Leadership will be grounded in people *first*—then in AI and automation

Your organization must develop its staff, culture, and infrastructure as much as its AI and automation if you're serious about taking CX to the next level. With these key elements in place, over the next few years leaders will be setting their sights on preparing their people to serve customers in more seamless and personalized ways than ever.

As technology advances and digital channels and devices proliferate, customers expect increasingly tailored and integrated experiences across every touchpoint they have with an organization. If you can achieve this level of experience excellence by putting all the customer information imaginable right at your agents' fingertips, you put your company in a strong position to boost customer satisfaction, and in turn improve business and financial performance.

Imperative #2

Follow their lead: Empower customers to navigate their own journeys

Giving customers the tools to guide themselves improves their experience and boosts brand loyalty.

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LUMEN

Case study

Lumen builds first-of-its-kind digital marketplace

American telecommunications company Lumen recently launched its first secure access service edge (SASE) solution, simplifying and centrally managing customers' security and networking provisions and empowering their people wherever they are in the world—all while protecting their data.

Lumen continually adds to its SASE Marketplace, introducing more vendors and more self-service features for customers, like the ability to quickly change and add new components and licenses. All these updates serve to broaden customer choice.

3
months from concept to launch

75%
faster fulfillment time for SASE

$3M
new revenue in the first six months

"

We're very proud of our SASE Marketplace. We're simplifying and centrally managing our customers' networking and security provisions, empowering their people wherever they are around the world while protecting their data.

Gary Sidha—VP Platform Applications, SASE

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In banking, self-directed customer journeys have become imperative

Progress toward customer experience excellence varies widely by industry. But when it comes to banking, the rise of fintechs and mobile banking has led to experience becoming central to every company's business strategy. The self-directed customer journey may even represent a new frontier in customer satisfaction in banking. It's a chance for customers to engage with their bank at a pace and in ways that work for *them*.

As today's customers demand more from interactions with their bank, banks are focusing more on optimizing the customer experience. Yet this drive for experience excellence is complicated by the fact that customer needs aren't just intensifying, but changing as well. They expect fast, frictionless, and personalized journeys, sure—but at the same time, banking practices have become increasingly digital since 2020, and banks must pivot accordingly. After all, according to McKinsey, "customers who regularly use a bank's mobile app or website (or both) have the highest average satisfaction compared to customers who use other interaction channels or infrequently use the digital channels."

Banks are right to focus on building digital experiences that enable customers to self-serve for many interactions, and in their channel of choice. However, there's still plenty of opportunity for banks to actively help customers migrate to digital channels. Not only will this enhance customer satisfaction, but it will also lower cost-to-serve.

Leaders are taking note of customers' preference for self-service

Many customers want to self-serve because they know it's the quickest way to achieve their desired outcomes. A great self-service experience is one that's easy to navigate, serves up relevant information when prompted, and leads to rapid resolution. For example, through a self-service portal a customer can submit a request through a published catalog of common services, which gets routed automatically to the right department for faster resolution—bypassing the frontline agent altogether.

At the same time, organizations are scrambling to meet this demand for self-service. According to research for our ebook, According to 2023 research by ThoughtLab and ServiceNow, 59% of leaders plan to start or continue using self-service portals over the next two years. That makes it the single fastest-growing tool in a business's CX arsenal right now.

One industry optimizing its self-service experience is hotels. Leaders are crafting seamless customer experiences by embedding self-service portals in their webpage or mobile app, through which guests can easily order services and take care of routine tasks like check-in and checkout, aided by regular prompts to help them find what they're looking for. Hotel personnel can communicate with guests through the same

app, minimizing friction in the customer experience, such as by enabling staff to replace lost receipts and let guests know that a door battery is running low to avoid frustration and inconvenience.

Helping a customer self-serve benefits not only them, but also the organization. By ensuring your customer reaches their desired outcomes faster, you free up resources to focus on more complex issues while cutting cost-to-serve.

Of course, this isn't to shift toward a less personal service for customers who *are* actively seeking an agent's support—rather, it's about integrating self-service so you cater to your customers' diverse communication preferences. They can either enjoy an entirely self-directed journey or connect with a live agent via chat, text, or phone—an agent who already has a complete record of their interactions at hand, so the customer doesn't have to repeat themselves.

How can ServiceNow help?

It's never been more important to engage customers with easier and smarter self-service. With ServiceNow, you can help them achieve their desired outcomes faster and more seamlessly than ever.

✓ **Retain more customers by helping them help themselves**

✓ **Resolve customer issues more efficiently with automation**

✓ **Give your customers more self-service options while reducing inbound inquiries to your agents**

✓ **Lower your cost-to-serve while delivering enjoyable customer experiences**

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SD.gov

Case study
South Dakota modernizes citizen services

With ServiceNow, South Dakota unveiled SD.gov, an innovative self-service portal offering quick and easy access to a wide range of services such as driver's license renewals, essential state assistance programs, and construction project bids.

99%
less time procuring competitive bids

9K
daily visits to the website, reducing mean time to resolution (MTTR)

88
re-employment claims processed in <30 days

"

With our SD.gov portal supported by ServiceNow, applying for state services is now a fast, easy experience available 24/7. Some processes that previously took days and trips to an office can be handled online in minutes.

Pat Snow—Chief Technology Officer, State of South Dakota

Self-service is only the beginning for empowering customers

Giving customers the ability to enjoy seamless self-directed journeys brings countless business benefits—yet we're only just starting to see the immense possibilities in letting customers take control of their engagement with organizations.

In the not-so-distant future we'll see leaders focusing not only on self-service portals, but also on other emerging digital tools: best-of-breed technology platforms known collectively as "MACH architecture" (microservices-based, API-first, cloud-native, and headless) to put the pieces together, the metaverse to make experiences more immersive, and even more advanced multitouch technologies like tablets and touchscreens to enable users to interact with brands across multiple devices and interfaces.

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Neither here nor there: Maintain continuity across channels

In a digital-first world, achieving amazing CX is harder than ever. Why? Because customers are interacting with organizations in a dizzying number of places. Gone are the days of interacting with only a delivery driver or contact center worker. Now you have to consider how they engage with email, chatbots, social media, review sites—and that's only scratching the surface.

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vodafone

Vodafone drives digital transformation using ServiceNow

ServiceNow streamlined the processes and integrated the systems of British multinational telecommunications company Vodafone, which implemented the Now Platform® as part of its digital transformation program.

45%
increase in productivity

25-point
increase in customer satisfaction

360°
view of the customer

"

Our agents now have a 360-degree view of the customer, and one application that helps them provide excellent service.

Head of Digital Experience

The single greatest hurdle, therefore, is simply keeping up with your customers' expectations of an omnichannel experience. This challenge is exacerbated by the impossibly high standards set by customer-centric companies like Disney and Universal. Yet leaders have recognized the importance of at least trying to emulate this superlative CX. That's why, despite the current difficult economic environment, digital CX budgets are actually on the rise.

Theme parks exemplify companies that are leveraging the full power of experience, combining apps, wristbands, and multiple enterprise technologies to create seamless experiences at both their parks and resorts. Companies like Disney and Universal enable guests to manage their itineraries, make dinner reservations, take advantage of queue jumping passes, and pay for dining and souvenirs. These advances have improved the employee experience, too, such as by enabling hotel front desk personnel to track incoming guests, anticipate their arrival, and correct travel bottlenecks—all while continuing to deliver superb service to concierge guests.

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> " **ServiceNow is a stable, robust, and easy-to-configure platform. It has allowed us to easily generate indicators to help us meet SLAs, and has provided greater access to and visibility of information for a complete overview of our service desk support.**

Mario Marín—Corporate Manager of Infrastructure in Technology

mabe

Case study

Mabe improves agility and customer service experience

Mexican manufacturing company Mabe rolled out an innovative and centralized platform to transform and optimize service on ServiceNow Customer Service Management and Field Service Management.

94%
of incidents resolved within 1 week

80%
of customer incidents now resolved at first call

80%
reduction in process workflow approval times

Cloud: making experiences more scalable and accessible than ever

By breaking down silos, cloud technologies increase visibility and facilitate information sharing and the integration of communications platforms.

Your business needs the agility to adapt quickly to your customers' contstatly evolvling needs. Building a common engagement platform will be critical to enabling the plug-and-play of new channels - like AR and VR - when they finally emerge.

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7-Eleven gives customers the rapid help they seek on the channels they prefer

American convenience store chain 7-Eleven was struggling to prioritize cases and track customer service agent productivity. It needed to diagnose pain points faster and analyze and evaluate performance for continual improvement.

7-Eleven now draws on the omnichannel capabilities of ServiceNow Customer Service Management to automatically create and prioritize cases the moment they arrive, then route them to the right agent for rapid resolution.

205%
improvement in case resolution rates

93%
reduction in case volumes

75%
reduction in customer service response times

"

With ServiceNow Customer Service Management, we have been able to help our customers when they want it, where they want it, and how they want it.

Senior Customer Experience Manager

Tomorrow's technologies now

Organizations are already using augmented reality (AR) selectively and in a meaningful way, and there are many other mature channels through which customers may interact with them, such as text, phone, chat, email, and messenger apps. Ultimately, the customer expects to be known through these channels, and therefore to experience a flowing dialog with the organization, which can start in one channel and continue seamlessly in another.

In the future, brand interactions in the metaverse will likely complement those in the real world. For the time being, though, experiences in the metaverse are a long way off for most companies. That being said, every organization, no matter its size or resources, can still adopt a forward-looking approach to ensure continuity across all channels, leveling up their customers' experiences today while laying the foundations for tomorrow's technology.

Once technologies like the metaverse have achieved practical application, an intelligent omnichannel platform will enable you to plug in and serve your customers equally well across these new experiences, enabling your customers to engage with your organization in whatever way works best for them. In this way, you will set your organization on the path to boosting brand affinity and cultivating long-term loyalty.

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xerox

Xerox embraces innovation to transform service delivery for customers

Companies are confronting a complex workforce challenge, as they face up to the coming mass retirement of field service technicians and engineers.

With ServiceNow's help, Xerox is using AR to support customer and field service, empowering agents and experts to meet customer needs by:

- ✓ **Managing the skills gap and ramping up knowledge transfer**

- ✓ **Enabling experienced field workers to provide live remote guidance and assistance**

- ✓ **Providing field engineers with a frictionless experience to access real-time expert assistance with AR**

Your business needs the agility to adapt quickly to your customers' constantly evolving needs. Building a common engagement platform will be critical to enabling the plug-and-play of new channels—like AR and Virtual Reality (VR)—when they finally emerge.

594 metric tons' reduction in carbon emissions in 12 months

53 minutes of productive time unlocked per technician per day

10% improvement in remote resolution rates when using CareAR

" **With ServiceNow I can know right now precisely what's going on. We can respond to situations as they occur and get better information more rapidly. That has a huge impact on our business.**

John Perry—VP, Digital Experience for Service Delivery & Customer Service Technology

How can ServiceNow help?

ServiceNow supports any channel of communication the customer chooses, and gives them continuity as their request moves across departments toward resolution—without burdening the customer to repeat themselves. By empowering your agents with real-time information and intelligent guidance, they can resolve customer issues fast and empathetically. With ServiceNow, you can also equip your field service technicians with the tools and data they need to quickly and efficiently respond to customers both onsite and remote.

✓ Be everywhere your customers are

✓ Focus on the moments that matter

✓ Build long-term loyalty through connected customer experiences

✓ Automate and orchestrate every service journey, no matter where customers engage

The future of CX is hybrid, personal, and proactive

With emerging technologies such as digital twins and the metaverse gaining traction alongside more traditional tools like websites, chatbots, and social media, the true potential of CX may be realized in hybrid experiences, a blend of online and offline interactions. Just as engineers use a digital twin for predictive maintenance, a twin of a customer can simulate and anticipate customer behavior—and in the future organizations will leverage them in conjunction with the metaverse to fuse the physical and virtual worlds—and revolutionize the customer experience.

It's precisely this kind of multilayered CX that will surely be the key to creating those memorable, authentic, and personalized experiences that today's customers crave.

Give your customers the experiences they need, crave—and deserve

With ServiceNow, your customers can self-serve and seek agent support on any channel. And by employing AI and automating work across your organization, you boost employee productivity by streamlining processes and enabling agents to handle requests more seamlessly and consistently.

ServiceNow helps you boost agent performance with a modern, highly configurable UI, and a single workspace to view and manage case activity. A single system of action enables employees to work together across departments to deliver game-changing customer experiences, with early detection on trending problems helping your teams resolve issues and communicate status updates—all before customers even know there's a problem.

And you can be up and running *fast*. Not in a few months' time—but in a matter of weeks.

The result? Lead with customers, then employees, then bottom lines. Happier, more loyal customers. And improved bottom lines.

Discover how you can transform experiences across your business:

Customer Experience Imperative Guide

Download the Customer Experience Imperative Guide to learn how to give your customers seamless experiences while reducing costs.

Get Guide
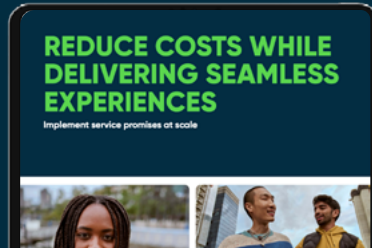
The 3 Imperatives Driving Employee Experience in 2024 and Beyond

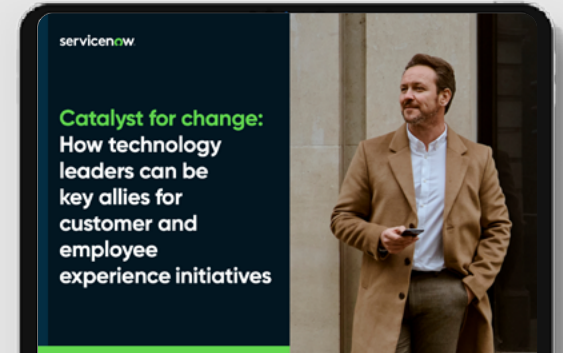Explore how you can drive employee growth and support business growth at scale.

Get Ebook

Catalyst for change: How technology leaders can be a key ally for the customer and employee experience

Drive employee productivity and satisfy customers by delivering efficient digital experiences.

Get Ebook

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ServiceNow (NYSE: NOW) makes the world work better for everyone. Our cloud-based platform and solutions help digitize and unify organizations so that they can find smarter, faster, better ways to make work flow. So employees and customers can be more connected, more innovative, and more agile. And we can all create the future we imagine. The world works with ServiceNow™.
For more information, visit www.servicenow.com.