The road to transforming the customer service experience

Investing in great outcomes for customers and employees

Providing an exceptional experience that wins the hearts and minds of customers is a top priority for companies working to digitally transform their businesses. In fact, Gartner's 2017 Customer Experience Marketing Survey found that two-thirds of companies say they compete mostly on the basis of customer experience. With today's customers wielding more and more power, businesses are feeling the need to improve the customer experience and invest in technologies to speed the journey to this destination.

Let's look at where we are on the road to customer service transformation.

Customer service experience: Shifting your company into high gear

A focus on customer experience expands the traditional definition of customer service to encompass every aspect of a company's offerings. It requires engaging employees and viewing exceptional service as an asset. As a result, the gap is growing between companies committed to shifting their customer service experience into high gear and those stuck in neutral, still deciding how and when to make their move.

The top three contact center priorities[1] are all customer experience priorities:

• Improving value of customer interactions

• Increasing customer satisfaction

• Improving accuracy/consistency of customer interactions

[1] ServiceNow, Customer Contact Week Onsite Survey Research, 2018.

Know your customer[6]

53%
WILL ABANDON ONLINE PURCHASES IF THEY CAN'T FIND A QUICK ANSWER

73%
SAY VALUING THEIR TIME IS THE MOST IMPORTANT WAY TO PROVIDE GOOD SERVICE

Roadblocks to success for customer service departments

Because customer service has traditionally been a cost center, its systems and processes haven't been a priority for technology investment and business process automation. This has led to a disconnect between customer service and the rest of the organization. The disconnect becomes a problem when resolving complex issues, as research shows that fixing typical customer service issues usually involves more than four departments.[1]

A common experience starts with navigating a complex phone tree and finally, in frustration, pressing zero to reach an agent. Customers might then be sent back and forth between departments without ever having their issue resolved.

Past studies show that customer service agents fail to answer consumers' questions 50% of the time[2] and email response times average more than seven hours.[3] Contrast that with today's customers—three quarters of whom expect "now" service within five minutes of making contact online.[4] In fact, a Customer Care Measurement and Consulting study found 66% of customers who had problems with products or services reported experiencing rage, and only 17% of those customers were satisfied with the action taken to resolve their most serious problems.[5]

These hazards on the road to a successful customer journey require a radical change in course for today's service-oriented companies.

[2] Harris Interactive, "Customer Experience Impact Report," 2010.
[3] Eptica, "Eptica Retail Multichannel Customer Experience Study," 2015.
[4] McKinsey & Company, "The CEO Guide to Customer Experience," 2017.
[5] Customer Care Measurement & Consulting, "National Customer Rage Survey," 2017.
[6] Forrester, "Trends 2016: The Future of Customer Service," 2016.

63%

OF US CONSUMERS HAVE STOPPED DOING BUSINESS WITH A BRAND DUE TO POOR CUSTOMER SERVICE.[8]

Creating a new roadmap for a successful customer journey

In today's competitive environment, valuing customers' time and providing an exceptional, personalized customer experience are key differentiators. Companies are recognizing that an improved customer service experience not only results in more satisfied customers, but that it translates into tangible bottom line impact. A recent study found that of those companies that improved customer experience, over 84% experienced revenue uplifts and 79% reported cost savings.[7]

A commitment to improving customer experience requires focusing every department on maximizing the comfort and speed of the customer's journey and hyper-personalizing it for each customer. Potential obstacles must not only be dealt with quickly and smoothly—they must be anticipated and prevented.

How can you synchronize efforts across your organization to make sure each and every customer journey is a smooth one?

[7] Dimension Data, "2017 Global Customer Experience Benchmarking Report," 2017.

[8] Forrester, "2018 Customer Service Trends: How Operations Become Faster, Cheaper – And Yet, More Human," 2018.

The road to modern customer service: Moving beyond CRM

Modern customer service requires a more holistic approach than the one supported by today's standard customer relationship management (CRM) systems. CRM systems excel at tracking how a company interacts with, or reacts to, customers when they have an issue or inquire about a product. Rather than just focusing on managing contacts and tracking problems, a modern customer service approach creates a seamless journey for your customers by focusing on service engagement, operations, and delivery.

Where CRM fails to support a company in addressing the demand for connected, continuous experiences, new approaches to customer service are designed to manage service delivery as an end-to-end, closed-loop system driving operational digitization through the following:

• Identifying and personalizing the service experience

• Focusing on taking action

• Automating routine solutions

• Connecting departments to address the root cause of issues

• Monitoring and pre-empting customer problems

Connected collaboration: Customer service in the fast lane

Connecting customer service with other parts of the business is critical for resolving the root cause of complex customer issues. In our research, 83% of contact center executives believe collaborating across an organization is key to driving permanent solutions.[1] Many customer service organizations are making inroads in this collaboration, but still rely on outdated technology. In fact, email and telephone are still the top-rated technologies used in contact centers today for these kinds of interactions.

As the focus on accountability and visibility grows, the use of program management and collaboration tools (25% and 40% respectively) is moving customer service into the fast lane.[8] These tools provide the initial steps for proper tracking and management of customer issues, but new approaches to managing customer service are uniquely designed to take this to the next level.

Modern customer service systems allow for issues identified in customer service to be directly assigned to other departments—such as field service, engineering, finance, and other departments—and then tracked as they move to resolution. By addressing the root cause of a customer issue, future customers won't encounter the same issue and the overall customer experience is improved.

83%

AGREE THAT COLLABORATING ACROSS AN ORGANIZATION IS KEY TO DRIVING PERMANENT SOLUTIONS[1]

Preventing and preempting service issues: Anticipating the road ahead

Companies want to provide the best customer experience—and likewise, customers prefer to avoid problems. Using advanced technology such as analytics, monitoring, automation, and the internet of things (IoT), companies can improve customer satisfaction and loyalty by alerting customers to potential or actual issues. Better yet, these technologies can help companies proactively fix issues before customers know about them.

Anticipating customer needs leads to fewer support calls. It reflects positively on your company and contributes to an improved customer experience. 54% of the companies that responded to a ServiceNow Customer Contact Week Onsite Survey have already begun the journey by using analytics to help identify trends that drive actionable improvement.

Modern customer service solutions take this further by using IoT to provide real-time visibility and drive continuous improvement in products, services, and processes. This includes identifying trends and taking action to automate resolutions for frequently recurring problems. It also makes it possible to send preemptive alerts to notify customers of an issue and provide them with a solution, effectively eliminating their need to contact customer service. With only 13% of contact center executives currently using analytics to identify problems before they occur,[1] adopting proactive technology is a smart way to outpace the competition.

87%
OF CONTACT CENTERS ARE NOT YET USING ANALYTICS TO IDENTIFY PROBLEMS BEFORE THEY OCCUR.[1]

Effortless service: Fueling an exceptional customer experience

Providing effortless service is the key indicator that a customer's time is valued. Effortless service allows customers to engage in the channel of their choice and to receive answers as quickly as possible. This means providing robust, personalized self-service and using artificial intelligence to speed processes.

Our research shows that 4 out of 5 contact center execs say they are offering some form of self-service. This is a great start, but only 51% are offering personalized service[1]—even as customers increasingly expect a self-service experience with content and recommendations based on their specific product history and usage. From here, customers want the ability to perform common requests, engage with peers and experts, and find answers to common issues.

Advances in artificial intelligence are proving invaluable to improving customer interactions. Customer service systems are using chatbots to speed customer interactions, route cases, and recommend next best actions. These technologies increase the quality of service and provide immediate, automated resolutions to common customer issues. Super-agents, who handle complex issues or exceptions, are made more productive by knowing what assistance was offered from the chatbot and by receiving intelligent recommendations from the system. Yet only 16% of contact center execs are currently using intelligent routing and only 12% are using chatbots for recommending next best steps.[1]

The good news is that modern customer service systems deliver the tools needed to provide customers with an effortless and exceptional customer service experience, personalized to their specific needs.

51%

OF CONTACT CENTERS OFFER ANY TYPE OF PERSONALIZED SELF-SERVICE.[1]

The ServiceNow Customer Service Management solution

ServiceNow Customer Service Management® integrates customer engagement with service operations and delivery to provide a seamless, closed-loop customer experience. Omni-channel case management with machine learning supports a personalized experience for customers while routing cases to the most qualified agents automatically and helping agents resolve issues faster.

Customer Service Management delivers a customer service portal and self-service options. Powered by virtual agents, knowledge management, online communities, and automated solutions, it drives actions to instantly take care of common customer requests. It improves agent experience and efficiency with streamlined processes designed to help them provide solutions faster.

Because providing great service extends far beyond the customer service department, Customer Service Management takes a "team sport" approach, delivering the ability to assign tasks to other departments. With Customer Service Management, tasks can not only be assigned to the relevant department, but they can be tracked to completion to ensure accountability and closure. This operational digitization helps resolve the root cause of a complex issue rather than taking the same call, email, or chat over and over again. Issues are permanently solved. Future cases are prevented, and the experience for other customers is improved.

Customer Service Management also assists in the move from reactive to proactive support. Monitoring customers' product and service health furnishes the information needed to intelligently fix problems before the customer is aware of them. Customer Service Management also supports the ability to send targeted communications to affected customers, and to identify and act on trends that can improve service quality. The path to customer service success with ServiceNow Customer Service Management leads to faster resolution, reduced costs, and increased satisfaction.

> "
> 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

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Customer incident logs now only take five minutes to process, compared to two hours, and we have reduced incoming calls and emails by 50 per cent.

— Clive Simpson, Head of Service Management, Cheshire Datasystems Limited

"

We now have one customer service platform for all business lines and straightforward integration for business opportunities to come.

— Yossi Shasha, Project Manager, Amdocs

"

The ServiceNow platform is designed to enable our clients' queries or issues to automatically flow from the customer service application to our engineering, operations, and IT teams, helping reduce time to resolution.

— Transformation Executive, Fiserv

Customer Success: The Impact of ServiceNow Customer Service Management

Customers in industries such as technology, telecommunications, financial services, and more are transforming their customer experience using Customer Service Management.

CDL Cheshire Datasystems Limited (CDL) implemented Customer Service Management to scale with its rapidly growing client base, empowering its customers through a self-service portal for 24/7 access to information, services, and knowledge. Customer requests are automatically triaged, with intelligent workflows then directing them to the right team or specialist for the best outcome. Performance Analytics gives the service team access to advanced trend analysis to measure and improve service performance.

amdocs Amdocs had seven disconnected customer service applications that presented multiple technical challenges such as low system availability, long development processes, and painful upgrades. Implementing Customer Service Management gave them a unified customer service platform along with software cost savings, and more importantly, they were able to vastly improve their customer experience across the business.

fiserv. Fiserv used a legacy, home-grown customer service application serving their call center needs only. They found Customer Service Management had an almost complete out-of-the-box alignment with their business requirements. Self-service and knowledge management capabilities for customers revolutionized support and made engagements more efficient. Customer satisfaction increased, resulting in gains in client relationship value.

ServiceNow Customer Service Management: Transforming the customer journey

No matter where you are on the road to digital transformation, ServiceNow Customer Service Management can help you provide a seamless customer journey—and you'll get there faster, more reliably, and with proven ROI. Customer Service Management will take you from traditional customer engagement to an exceptional customer experience by helping you:

• Increase efficiency and fix the root cause of complex issues by seamlessly connecting departments across your organization

• Proactively anticipate and intelligently fix potential problems before customers experience them

• Use personalized, self-service technology to drive actions to instantly take care of common customer requests

• Retain existing customers by minimizing their frustration with traditional customer service roadblocks and preemptively notifying them of possible issues on the road ahead

• Maximize upsell, cross-sell, and word-of-mouth opportunities to reach new customers

With these and many other benefits on the horizon, we look forward to talking with you further about how Customer Service Management can help your company on the road to a speedy transformation of your customer experience.

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LEARN MORE

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 Operations, Human Resources and more, to create a better experience for your employees and customers while transforming your enterprise. ServiceNow is how work gets done.