

Navigate the era of new customer expectations

A guide to maximizing engagement and revenue streams

Is your business ready to meet new customer expectations?

Technology is the great enabler—but it is also the single biggest factor driving change today. And when faced with change caused by digital disruption, there is a sentiment held by all players to not be left behind.

In addition to not wanting to be left behind, customer experience leaders face some key challenges:

- **Expanding** needs to make processes and services more efficient
- **Shifting** expectations, where customers want more personalized, preventative, or proactive engagement models
- **Pivoting** growth needs, to account for scenarios where an organization may have reached limits of profitability or market penetration
- **Creating** new streams of revenue

There are certain complications that make it difficult for organizations to address these challenges. There's the potential for disjointed experiences because of friction produced by legacy silos. There's also middle-office complexity—where it's difficult for service and support teams to quickly access the right information, and to rapidly process requests and act on next steps. And, of course, you need to keep risk and compliance in mind.

We've pulled together key use cases where we can see how organizations like yours have found solutions to their problems. And as customer needs shift with various industry expectations, we've also laid out some use cases that may relate to your particular industry challenges.

Read on to learn how leading organizations are using technology to bravely navigate the era of new customer expectations.



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Deliver great customer experiences while reducing costs



To stay ahead, companies are under constant pressure to reduce costs while delivering seamless customer experiences that stand out in a sea of competition. Yet, many businesses are so focused on customer engagement that they forget about the importance of easy problem-solving and minimizing customer effort. In this fast-paced environment, success lies in the hands of those on the front line and across departments that can work together proactively to serve customers with transparency and efficiency.

“Customer satisfaction is essential to the sustainability of our business. The need for immediate response has become the rule.”

Customer Service Leader, France

Customer Experience Trends, ServiceNow, 2023

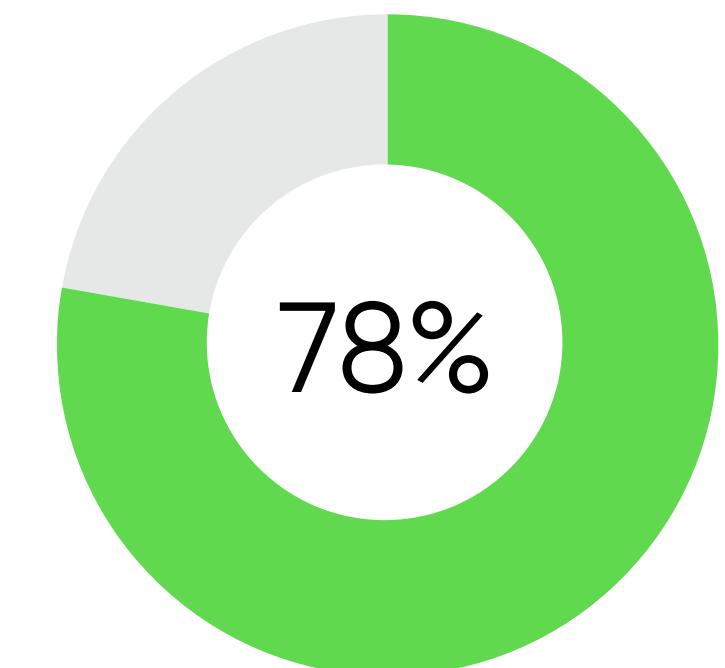


Q. How do you balance customer demands with organizational objectives and limitations?

A. Strike the right balance by streamlining work processes, automating tasks, and improving communication and transparency. Offering self-service options for customers and employees can empower them to achieve outcomes efficiently and accurately.

Additionally, access to real-time information, intelligent tools, and a single workspace can enhance agent performance. Businesses can also improve their field service experiences by providing detailed information and optimizing workforce management.

With these practices, organizations can achieve higher customer loyalty, employee satisfaction, and improved business outcomes.



78% of leaders view workforce optimization as the most important capability to deploy in the next three years.

Customer Experience Trends, ServiceNow, 2023

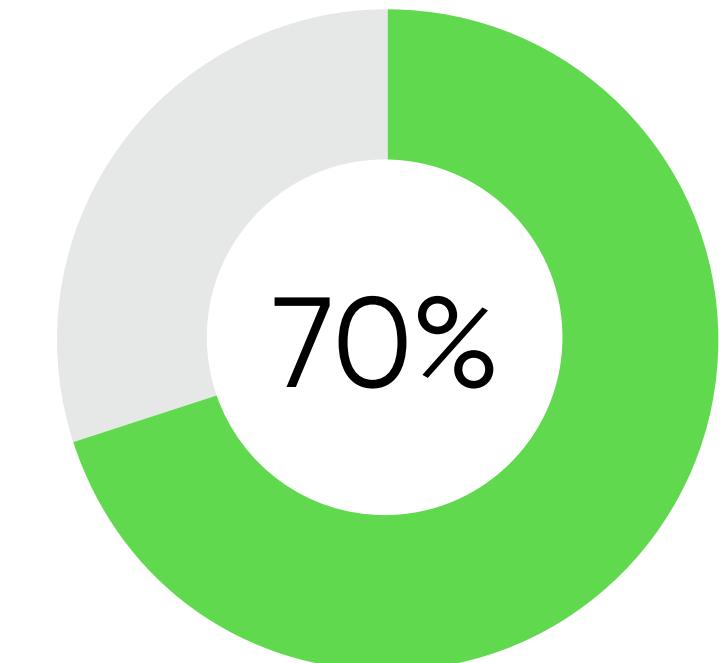


Q. How do you effectively manage customer expectations in a highly competitive marketplace?

A. Addressing customer expectations is not a straightforward process, with each organization facing its own unique challenges.

However, we've seen that organizations can stay one step ahead of their customers by proactively uncovering and addressing any issues before customers notice. This lets you keep your customers in the loop by effectively communicating the status and expected resolution time of known issues. By staying proactive, you can identify emerging problems and resolve them before they escalate.

This approach saves valuable time and resources, cutting down on resolution time and significantly increasing the number of first-time fixes. By taking a proactive approach to issue resolution, you can ensure a smoother experience for your customers and boost overall satisfaction.



70% of agents say they require 4 or more applications to resolve customer issues.

Customer Experience Trends, ServiceNow, 2023

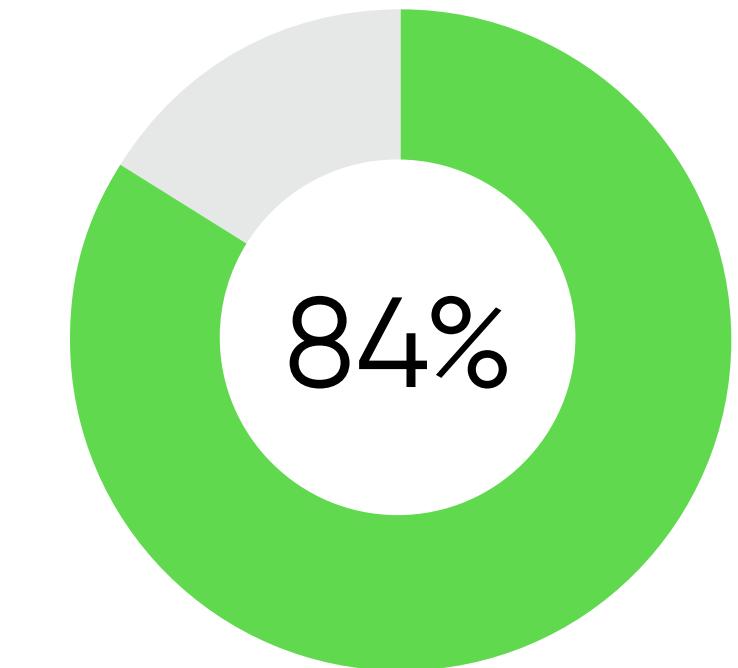


Q. How do you increase customer loyalty?

A. A particular route to success we've seen organizations take when addressing customer churn and maintaining high retention rates is to improve the way customer questions are answered.

By providing agents with a single workspace that is equipped with intelligent tools and contextual data, agents can efficiently manage complex issues and resolve them on the first attempt. This not only saves time for both agents and customers, but it also enhances the customer experience by ensuring issues are resolved quickly and effectively.

Additionally, we've seen that by speeding up the onboarding process for new agents, businesses can quickly ramp up their support capacity and provide seamless service to customers from the get-go. With improved question answering, streamlined issue resolution, and accelerated onboarding, organizations can reduce customer churn, increase customer satisfaction, and foster long-term loyalty.



84% of customers say they're likely to recommend a brand based on great customer service.

Customer Experience Trends, ServiceNow, 2023



Q. How can you drive new product/service adoption?

A. Organizations who've seen success in rolling out new products and/or services typically follow similar steps:

- Providing comprehensive training and ongoing support to users
- Keeping users informed of new features and updates
- Gathering feedback from users and making improvements accordingly
- Creating a culture of customer success within the organization

Essentially, by providing effective training and support, actively gathering feedback and making improvements, and creating a culture of customer success, organizations can ensure that their product/service is adopted and used effectively—ultimately leading to happy and loyal customers.

The secret to making this a reality? Shifting to a unified digital platform that enables a single experience for customers while also maximizing productivity of customer-facing employees.



Explore further

3 ways to elevate the customer experience and still reduce costs

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Customer Experience Trends

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Customer Insights: Customer Experience Testimonials

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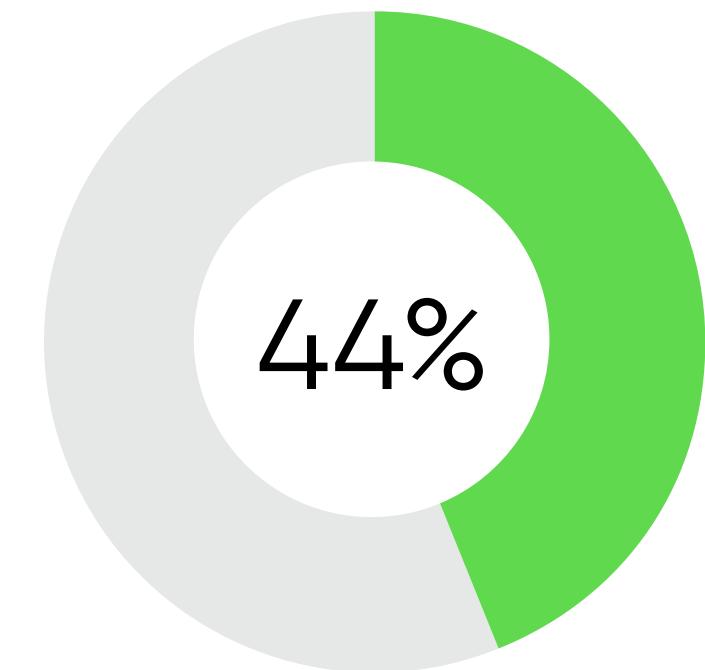
Q. How can you make complex customer journeys simpler?

A. This is a common challenge that customer experience leaders face: How do you make a complex journey, that is potentially disjointed due to friction from legacy processes, smoother and simpler?

Practically speaking, organizations that have seen success typically follow these steps:

1. **Identifying** problems before customers notice and keeping them updated on progress.
2. **Offering** customers the option to help themselves or seek assistance from agents through various communication channels.
3. **Enabling** different departments to work together seamlessly, ensuring a consistent customer experience and improved satisfaction.
4. **Automating** work processes and providing full visibility to both employees and customers at every stage.
5. **Equipping** agents with real-time information and tools to effectively address customer queries and resolve complex issues.
6. **Optimizing** field operations by providing technicians with all the necessary details, customer information, and resources to complete jobs efficiently.

A unified digital platform can offer the capabilities required to deliver on each of these steps, from virtual agents and streamlined workflows to service portals and advanced AI-powered search.



44% of customers say their biggest issue is the inability to reach a live customer service agent quickly and efficiently.

Source: Customer Experience Trends, ServiceNow, 2023

Enable frictionless banking



Most banks face a common challenge where customer experience teams and technologies may be disconnected. There's a need for strategic digitization in customer experience on top of a bank's current investments.

Strategic innovation can improve how customer experience work gets done—ultimately delivering more convenient, and immediate, customer experiences.

However, many banks perceive innovation as expensive, and budgets are tight.

The good news? As a customer experience leader, you can invest in banking relationships and reduce costs by delivering value to the business across any customer experience inside the bank.

The following questions speak to some of the specific concerns you may face at your bank. There is also a common solution that lies across these challenges: adopting a cloud-based, unified digital platform approach that can tackle the unique needs of a traditional bank.

Read on to learn how migrating to a cloud-based platform can enable frictionless services at your bank.

Worldwide banking and investment services IT spending is forecast to total **\$652.1 billion in 2023, an increase of 8.1% from 2022, according to Gartner, Inc. Spending on software will see the largest growth with an increase of 13.5% in 2023.**

Gartner Forecasts Worldwide Banking and Investment Services IT Spending to Reach \$652 Billion in 2023, 21 June 2023



Q. How do you drive value with immediate, convenient banking?

A. We've seen that banks that quickly adapt and build technologies and processes to meet evolving customer needs find success in driving value for the organization. We've also seen that they typically follow these similar steps:

- **Create** consistent, secure onboarding
- **Deliver** frictionless banking services
- **Prioritize** and quickly resolve escalations



Q. How do you create consistent and secure onboarding?

A. To digitally transform client onboarding processes, banks can adopt the following strategies:

- **Ensure** process consistency by managing account updates across engagement channels in a compliant manner.
- **Improve** efficiency by leveraging automated, AI-powered identity verification and acceptance aligned with know-your-customer (KYC) processes.
- **Streamline** administrative tasks by replacing paperwork with digital forms using document templates and digital signatures.
- **Enhance** accuracy and speed by utilizing AI and machine learning (ML) capabilities to extract and verify information, reducing processing time and keeping up with evolving document requirements.

How do you make these steps happen? A good foundation and starting point is adopting a cloud-based, unified digital platform with solutions purpose-built for the unique challenges and needs a bank faces.

€5.7
billion

**€5.7 billion is wasted each year
on abandoned financial services
onboarding processes in Europe alone.**

P.A.ID Strategies for Signicat, Why are users continuously abandoning onboarding to financial services year upon year?, May 2022



Q. How do you minimize friction in services?

A. Banks can enhance efficiency, cost-effectiveness, and customer satisfaction by implementing transparent and repeatable processes. This includes structuring processes to facilitate direct verification and review of requests by employees, eliminating the need for manual routing.

1/3

Additionally, optimizing and automating common client account requests, such as payments, cards, loans, deposits, and treasury services, enables teams to rapidly fulfill these requests across all departments.

Clients can also benefit from smart automation by initiating and monitoring inquiries through their preferred digital channels and receiving real-time notifications on the status of their requests.

One-third of U.S. banks say that their current tech stack is making it harder to enable self-service functionality.

Arizent, Building a Customer-Centric Bank, 2023



Explore further

Invest in banking relationships or reduce costs? YES.

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Customer Insights: Banking Industry Testimonials

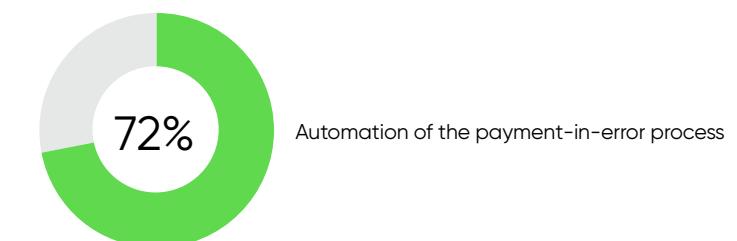
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Q. How can you prioritize and resolve escalations better and faster?

A. We've found that banks can uplevel their complaint resolutions and escalations by identifying common themes and root causes, prioritizing high-risk complaints, quickly resolving issues from any source, and syncing complaint, resolution, and compliance data.

This helps further improve business quality, reduces organizational risk, provides transparent updates, and saves time during assurance, audit, and regulatory activities.

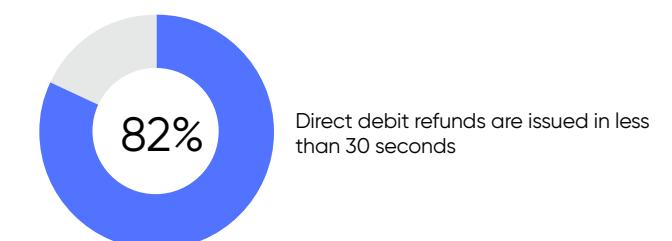
By prioritizing outcomes, challenging ways of working in operations, and exploiting data-driven process automation through the ServiceNow® Financial Services Operations platform, this banking group experienced these improvements:



Automation of the payment-in-error process

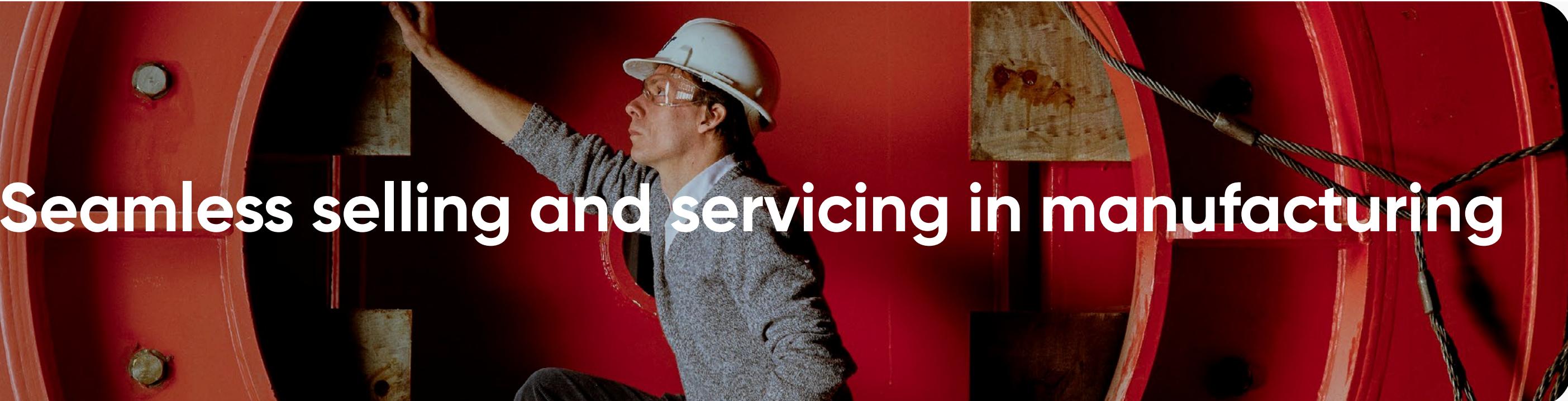


Batch payment exceptions are automatically resolved



Direct debit refunds are issued in less than 30 seconds

Prominent financial group, United States



Seamless selling and servicing in manufacturing

Customer experience and manufacturing are two concepts that have been rarely talked about together until recently. Really, it's mostly been a product business: make something good—and the product will do the talking.

However, manufacturing is not immune to the customer experience wave that is sweeping other sectors. There is a trending shift to offer more service provisioning, a need for new revenue streams, and to find new ways to deliver added value—along with increasing customer demands for responsive B2B buying processes.

A manufacturer that can deliver on these needs will be duly rewarded. But if a manufacturer can't meet these needs, they risk facing a reputational crisis.

The following questions speak to some of the specific concerns you may face at your organization. However, it's important to note that a common solution lies across these challenges: Adopting a unified digital platform with solutions built to tackle the unique needs of your manufacturing business can launch you to greater heights.

Read on to learn how a unified platform approach can set your business up for success by empowering seamless selling and servicing.

77% of B2B buyers state that their last purchase was complex or difficult—leading to smaller orders.

Gartner, Buyer Enablement, 31 January 2024.



Q. How can you increase customer loyalty?

A. Effortlessly sell, earn customer loyalty, and unlock new revenue opportunities through consistent and secure selling practices.

By implementing these practices, both the manufacturer and the customer can benefit from a faster time to value. Additionally, these practices can prevent customer defection, reputational damage, and regulatory risks. A usage-based and/or service-oriented approach can also help create new business models based on usage or services, providing more opportunities for growth and expansion.

"Quality companies know they don't just deliver products, they deliver experiences. Digital transformation enables beautiful, effortless experiences that depend on automation, AI, and self-service tools."

Chief Executive Officer, industrial manufacturer, Germany

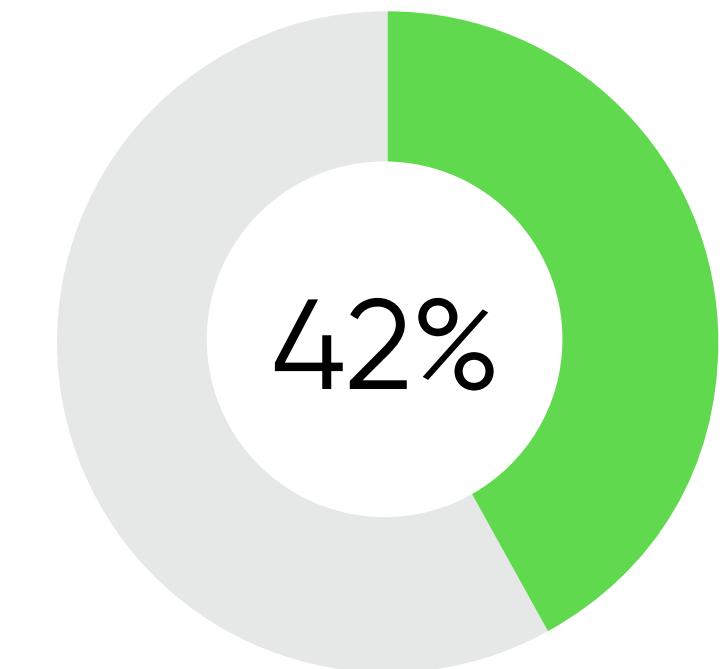
ServiceNow, The future-ready manufacturer, 2023



Q. How can you streamline the selling process?

A. Essentially, we've seen manufacturers who've successfully made the selling process effortless do so by achieving process consistency across their engagement channels—while also ensuring compliance with regulations. By accurately gaining approvals from every stakeholder, manufacturers can streamline the approval process.

We've also seen manufacturers enhance efficiency by replacing paperwork with digital forms and playbooks. To further optimize operations, manufacturers can embed AI/ML technology, automating the extraction and verification of documents. This comprehensive approach allows manufacturers to improve productivity, save time, and reduce errors in their processes.



42% of manufacturers are targeting investments or improvements in automating end-to-end service management and change management.

ServiceNow, The future-ready manufacturer: Unlocking the potential of digital transformation across the value chain, 2023



Q. How do you earn customer loyalty?

A. Manufacturers have shown that to improve business quality, it is important to support customers and address their complaints quickly—if not proactively. The first step in fostering customer relationships is to identify common complaint themes and root causes. By gaining insights into customer feedback, manufacturers can take steps to address these recurring issues.

Additionally, prioritizing the highest-risk complaints plays a vital role in reducing overall organizational risk. Effective resolution of complaints and escalations from any source, with transparent status visibility, is essential for ensuring customer satisfaction.

Moreover, syncing complaint and resolution data allows manufacturers to gain a comprehensive overview and make informed decisions.

As customer service relationships grow and become more complex, creating and fostering trust by quickly and proactively addressing complaints and issues is key to creating long-term loyalty, as well as growing revenue with clients.

The reality is that the customer experience in manufacturing isn't just about supporting and servicing customers after the sale is complete. It's equally important to provide great experiences across the sales and order fulfillment process. Getting this part wrong can decrease customer satisfaction and loyalty.

ServiceNow, The future-ready manufacturer, 2023



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Report: The future-ready manufacturer

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Customer Insights: Manufacturing Industry Testimonials

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Q. How do you unlock new revenue streams?

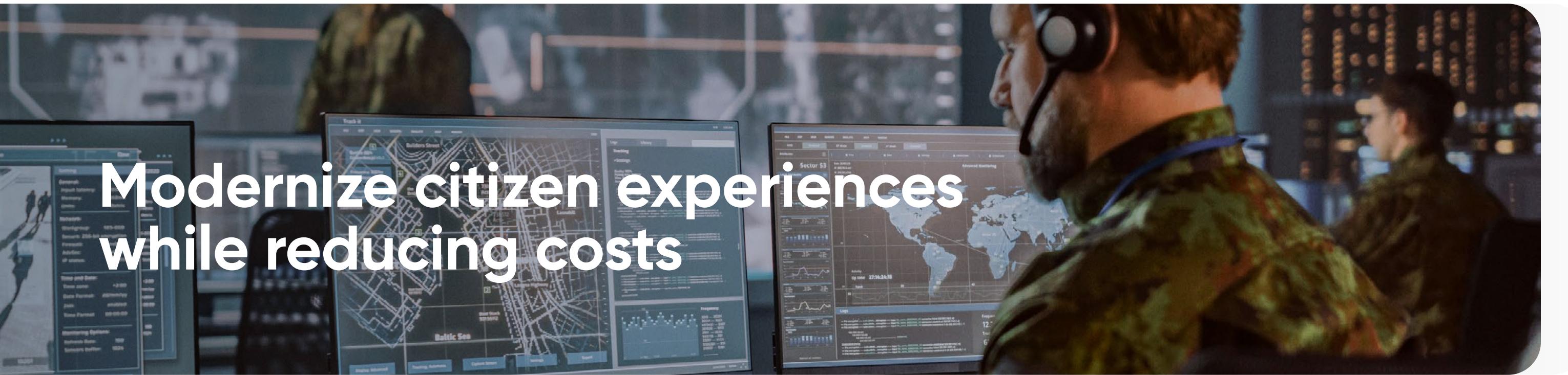
A. Manufacturers can unlock significant growth opportunities by creating convenient-to-provision revenue models that align with their existing customer base. By designing revenue models that are easy to sell, and that meet customer needs, manufacturers can streamline the onboarding process and accelerate revenue generation.

To maximize customer outcomes, integrating these revenue models with existing workflows such as field service can enhance efficiency, improve service delivery, and create a seamless customer experience.

This holistic approach drives growth, strengthens customer relationships, and positions manufacturers as trusted partners in their customers' success.

"Historically, companies operated in a 'sell it and forget it' model. Today, after-sales services are becoming more important."

Peter Blome, Deloitte Director and Offering Lead, in ServiceNow, The future-ready manufacturer, 2023



Modernize citizen experiences while reducing costs

Providing secure, consumer-like experiences for citizens accessing government services presents a difficult challenge.

Customers expect unified experiences that provide full access to essential services like permit applications, fee payments, and benefit requests. However, often government departments use outdated legacy infrastructure and siloed systems that cause inconsistent experiences.

Overcoming this challenge may seem like a never-ending cycle of doing more with less, but it's solvable by embracing an integration-friendly platform that operates on a consistent data model.

Read on to learn how a unified platform approach can help agencies modernize experiences and cut back on costs.

75% of governments by 2026 will gauge digital transformation success by measuring the enduring mission impact

Gartner Press Release, Gartner forecasts worldwide government IT spending to grow 8% in 2023, May 24, 2023



Q. How can you deliver better experiences for employees and for customers?

A. Agencies have found success in delivering better experiences and service continuity by:

- **Streamlining** government operations with transparent work across agencies and automating tasks for efficiency
- **Providing** a unified system and guiding citizens through service tasks
- **Utilizing** machine learning to improve service delivery, reduce costs, and identify bottlenecks.

You can also take a proactive approach by adopting a digital service platform to detect and resolve incidents before impact. Additionally, you can automate alerts to citizens for state-of-the-art service communications.

Taking these actions will increase citizen satisfaction while reducing inbound calls.

"In 2021 President Biden issued the 'Executive Order on Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.' The order emphasizes using technology as an equity tool to improve access and customer service...removing requirements for physical paper, and automatically integrating applications to all programs for which citizens may be eligible."

Sarah Hinkley, Ph.D., Technology in the public sector and the future of government work, 2023

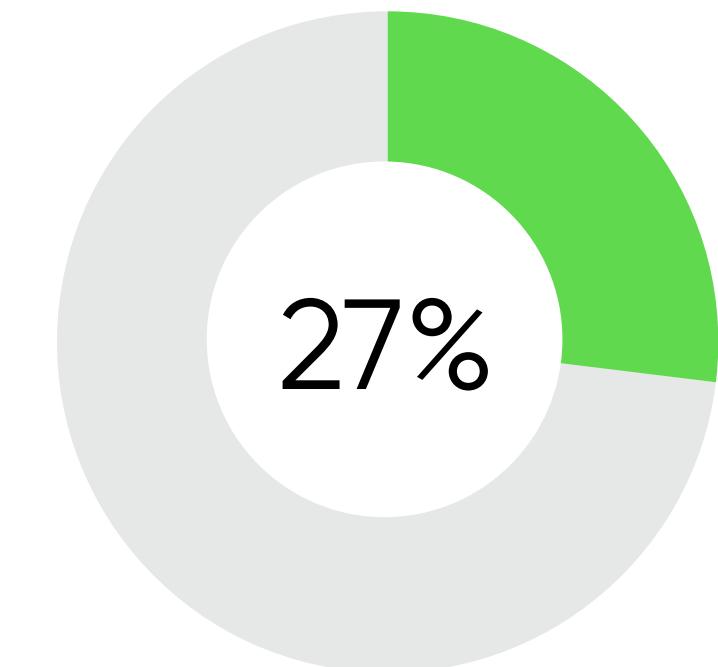


Q. How do you reduce costs while offering best-in-class service?

A. Some agencies have found that guiding citizens efficiently with AI-powered chatbots and rich engagement can help provide quick answers and seamlessly transfer citizens to live agents needed. These are effective tactics that ensure customers receive the service they expect—without breaking the bank.

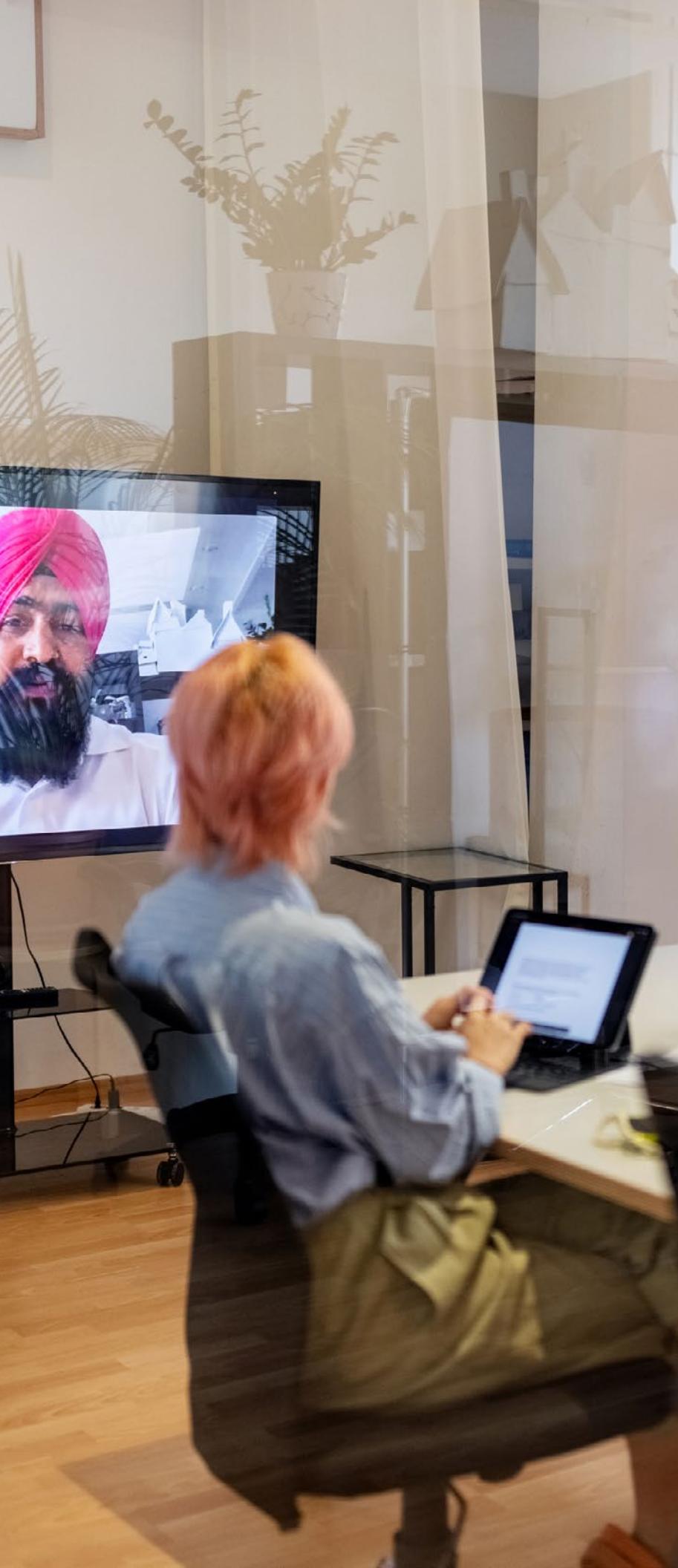
Consider deploying chatbots across various touchpoints and third-party sites using no-code development tools to help provide more areas of contact.

Agencies can also accelerate time to value with a service catalog. You can offer a visual menu of services to citizens and provide visibility to all service stakeholders throughout the issue-resolution process.



27% of leaders say AI is the capability providing the greatest reduction in customer effort.

ServiceNow, Customer Experience Trends, 2023

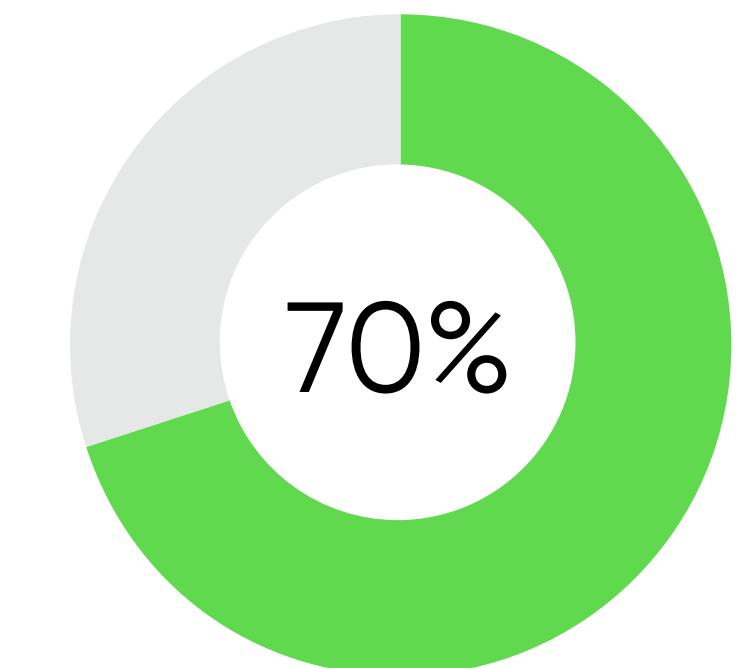


Q. How do you boost agent productivity and efficiency?

A. We've seen agencies improve service delivery by encouraging empathetic and personalized service with contextual guidance. By providing agents with configurable workstations for efficient navigation and quick information processing, along with access to holistic customer data and a knowledge library, agents can find solutions to issues faster.

You can optimize agent performance and operations by gaining a 360-degree view and analyzing reports to allocate resources effectively. Agencies can also regularly review performance and upskill agents through continuous learning.

With a unified digital platform, you can also consolidate cases as a single or major case—automatically updating all dependent cases and proactively communicating with potentially affected customers for greater efficiency and improved customer satisfaction.



70% of agents say they require 4 or more applications to resolve customer issues.

ServiceNow, Customer Experience Trends, 2023



Explore further

Modernize citizen experiences while reducing costs

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Customer Insights: Public Sector Testimonials

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Q. How do you simplify the services you offer?

A. We've seen that agencies who effectively simplify the services they offer do so by first breaking down technology silos and workflow processes. This helps to deliver seamless experiences—both for employees and citizens.

When using a unified digital platform approach, you can also consolidate data into one accessible location for total visibility into work-order status and workflows. This in turn helps to foster collaboration and accelerate value delivery by connecting everyone on a single platform of action.

Look to maximize field staff productivity by providing comprehensive job details, customer information, and necessary parts online and offline. Customize dynamic lists with safety checklists, equipment guidelines, inspection walk-throughs, and repair steps to ensure exceptional experiences and first-time fixes.

You can also optimize work planning, scheduling, and dispatching through automation. And lastly, you can balance resource utilization, meet work requirements, and automate scheduling based on operational priorities for short- and long-cycle tasks. All thanks to working off a single platform.



About ServiceNow

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.

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