Now on Now: How ServiceNow brings a consumer-like IT support experience to its employees

60% of issues are self-resolved by portal and bot, increasing employee satisfaction to 88%
Evolving employee expectations

Self-service, automation, and a walk-up experience provide employees with the resources they need so they can spend more time on value-added work.

Over the last decade, cloud applications have transformed our lives at home by taking complex interactions and making it easy to click, tap, text, or swipe to order products, post photos, or watch videos.

This contrasts with work at most organizations, including ServiceNow, which was filled with time-consuming, repetitive, routine tasks that took us away from higher value, productive experiences.

The divide between work and personal experiences using technology was increasing. Internally, we saw a rising demand for consumer-grade experiences so employees could focus on being productive, not on performing manual, repetitive tasks. This includes issues such as password resets, broken laptops, payroll questions, approvals, and benefits changes.

We could address these demands by improving self-service, reducing the friction and complexity in finding information and getting help, and expanding mobile capabilities to handle common services so they could be accessed from cell phones.

In this case study, we examine how ServiceNow uses its own technology to make our work lives as easy, simple, and intuitive as our personal lives. Great employee experiences improve
employee productivity, job satisfaction, resulting in happier employees and greater retention. We will examine how we measure our success via self-service and employee satisfaction.

**Understanding our employee journey**

In the past, like most large organizations, our internal departments delivered services separately with different portals, systems, and processes. The burden was on the employee to figure out where to go—IT, HR, Workplace Services, Legal, or Finance. If the employee chose the wrong department, the request had to be forwarded or resubmitted. This complexity and lack of coordination delayed issue resolution. It also resulted in fragmented, inconsistent experiences for employees, who just wanted questions answered or problems solved so they could get back to work. So we began a journey to transform our employee experiences by:

- **Partnering with HR** to map out the phases of our employees’ experience at ServiceNow. Moments that matter—key events and touchpoints with the company—can strengthen or break an employee’s bond with the company.
- **Identifying channels** where we could adopt new processes, supported by technology, to facilitate these moments.
- **Adopting metrics** to track our progress and help us continually improve.
- **Prioritizing projects** so we could have the maximum impact and highest return on our investment.
- **Continuing to improve** our services and channels.

**Defining the moments that matter in the employee journey**

In our employee journey road map, we clearly define each stage in the journey when employees need services from their employer. They are detailed by the employee’s actions and emotions, desired emotional state, manager’s tasks, processes and policies, technologies, and the insights and metrics to measure progress. We determined the support and services required from each department at each stage. Moments vary from onboarding, to getting a laptop, scheduling vacations, finding travel policies, checking payroll, and updating learning plans. Great experiences happen when technology acts as a facilitator, not a hurdle.
Employee needs vary, and it was critical that we address them individually. We identified four basic categories of needs to address along with some examples that spanned all roles.

Empowering employees with information in a one-stop portal

One of our first actions was creation of a one-stop shop employee portal that would incorporate relevant content from multiple departments, such as IT, HR, Finance, Workplace Services, and Legal, but also be personalized to the person’s role in the company.
Employees are not chained to their desks. Our goal is to empower them to be productive wherever they are.

On the back end of IT, we:

- **Centralized workflows** from multiple departments to make the employee experience frictionless
- **Masked the back-end complexity** of siloed processes, systems, and departments from employees
- **Supported interactions** via Now Mobile, Virtual Agent, or the portal

## Personalizing the employee experience with personas

Not all employees need to do the same tasks or access the same information. Another way to improve the employee experience was by explicitly creating groups of people in similar roles.

On the implicit side, we use machine learning to analyze behaviors, determine interests, and serve content related to those interests. This personalization is based on where an employee is in their journey. We initially adopted three personas to provide personalized experiences based on the employee’s role:

- **New hires** are trying to get up to speed as quickly as possible. After they are onboarded and do tasks, such as training, our service delivery should help them be productive in their new roles.
- **Existing employees** desire access to relevant information and software to stay engaged, perform their jobs, and be productive.
- **Managers** require assistance with talent-related tasks such as hiring, managing, and offboarding employees. We sought ways to automate repetitive managerial tasks, so they could focus on leading their teams.

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We are also extending personas to include functional groups with their own requirements. For example, Sales team members (see illustration) have common challenges, work styles, and productivity challenges that differ from other functions. They prefer to collaborate on Zoom, mobile, and email while their go-to apps are Outlook and IM software. A third of them work remotely and their typical day involves lots of meetings and calls.

IT’s challenge is to deliver relevant content and tools based on the tasks they perform and the outcomes they need. By understanding their work habits and delivering appropriate tools and services, we can help them be more productive.
Building on Now Platform® apps

Once we understand the persona and context, our next step was to utilize the different apps running on the Now Platform®, as shown below. We have four major channels—portal, Virtual Agent, Now Mobile, and agent workspace that run on the platform. Each provides a unique role in building a holistic employee experience from end to end.

**Employee Portal (Service Portal)**

The Employee Service Center centralizes digital workflows from IT, HR, Finance, Communications, and other functions, to provide a seamless experience. Views are personalized for employees and managers so they only see relevant information. For example, a My Work tab centralizes tasks such as approving expense reports, learning reminders with links to the learning portal, and surveys that need to be completed—combining workflows from Finance, Training, and IT. Another example is Web page banners that target only managers. From 2018 to 2019, we’ve seen a 14% increase in user satisfaction with the portal experience. Surveyed portal users indicated an 84% satisfaction rate.

**Virtual Agent**

The Virtual Agent chatbot offers a conversational experience for asking questions, performing tasks (such as ordering a credit card or booking a conference room), requesting software, asking for help with a broken desk, searching Knowledge Base articles, and even viewing the café menu. When employees need IT troubleshooting assistance, they can request to talk to a live agent.

Approximately 83% of the users that interact with the bot are able to resolve their issues without opening a ticket. Sixty-eight percent of our users are using guided workflows and find them helpful. Guided workflows replace emails or live conversations.
Now Mobile

Our consumer-grade Now Mobile app contains targeted native micro-apps for handling many of the requests also found on the portal and Virtual Agent such as finding/booking a conference room, approving expenses, searching the employee directory, ordering IT equipment and credit cards, and reporting workplace and IT issues.

Employees can even take a picture of broken equipment and submit a ticket. We are seeing the following results from using our mobile app:

- 26,000 hours saved annually for both employees and IT support reps
- 72,000 approvals annually
- 5X reduction in the time to report an issue from browser to mobile app

Employees are happier and more satisfied because it’s easier to find relevant content and resolve HR, IT, Finance, Workplace Services, Legal, and other issues. (Read more about our Mobile strategy in this case study.)

Tech lounges: A walk-up experience for IT support

Severe IT issues, such as a laptop failure, require immediate, hands-on assistance. For those situations we offer another channel, the walk-up experience of a Tech Lounge. These give employees personalized, face-to-face IT assistance. As more common requests are resolved via self-service, IT technicians have more time to focus on these tough cases.

Employees have awarded our Tech Lounges, managed via the ServiceNow Walk-up Experience, a 98% CSAT score. Appointments can be booked through the Employee Portal; employees can also join a queue and be notified when they are next so they have time to walk to the lounge.

We’ve also equipped offices with vending machines that dispense popular computer accessories, such as headphones and mice. Employees can drop off laptops to be repaired and pick up loaners in the lockers attached to the machines. Once the laptop is plugged into its locker, IT takes remote control and repairs them, then notifies employees when their laptops are ready for pick up. Remote live IT assistance is available through the video chat on the vending machine console.

Giving agents a central dashboard

Any end-to-end experience has two sides: a requester and a fulfiller. Like requesters, fulfillers—IT support team members—are also employees. We want to ensure they have as good an
experience as the requester. To do this, we deployed ServiceNow Agent Workspace, which centralizes IT support operational workflows into one place. Technicians can now view a single dashboard to see all the activities happening that day, including whether there are any major incidents, service-level agreement (SLA) breaches, or unassigned work. Once a team member tags an interaction and begins working on it, Predictive Intelligence automatically begins to search for relevant Knowledge Base articles and related incidents using AI and natural language understanding (NLU). The time spent searching for information is reduced, resulting in faster case resolution. By providing a single pane of glass experience and using personas, IT has seen higher employee engagement and productivity, cost savings on development and maintenance, and, most importantly, an increase of 85% in the employee satisfaction rating. IT technicians feel more empowered to deliver timely, consistent, and friendly service. Rather than being inundated with a never-ending stream of common, easily solvable employee issues, they can enjoy the challenges of more complex work.

Recognizing the business outcomes

An important part of our employee experience is measuring progress and constantly improving. We measure our employee experience across all our channels. Are employees getting a faster time to resolution? Are they satisfied? What conversations are trending?

From 2018 to 2019, we saw a 41% increase in self-resolved automation, bot conversations and knowledge article views. Approximately 60% of issues are self-resolved by employees using the portal or Virtual Agent and our employee satisfaction is now at 88%.

Productivity improved as we replaced manual, siloed service processes with automation and digital workflows. We capture and automate processes incorporating institutional knowledge gained from employees. Functional service teams can maintain control and autonomy over their service delivery systems. We are also scalable enough to keep up with the pace of the company’s growth.

Key things we learned

We are on a journey to make work life as great as personal life by delivering a personalized and consumer-like experience. Understanding the moments that matter in an employee’s career, offering one-stop, self-service assistance through a centralized portal, and adopting personas to address common work threads is creating a more cohesive employee experience. This includes
a multi-channel approach that gives employees a choice in engagement channels, whether it be a portal, Virtual Agent, or Now Mobile.

Our goal is to continually enhance the employee experience while driving efficiencies and faster resolutions. This includes refining our processes and technologies to deliver more relevant content in a variety of channels. We are expanding search capabilities so that we can constantly learn from and improve employee interactions. We are always learning and applying what we learn so our employees want to come to work every day.

Looking for more information? Here are some additional resources from Now on Now:
- Frictionless employee experience (blog)
- Make self-service mobile (case study)
- Delivering great employee experiences (webinar)

ServiceNow

ServiceNow is changing the way people work. By defining, structuring, and automating work, we are creating a modern service experience for everyone in the enterprise. Our customers have demonstrated that service management isn’t just for IT — it is a discipline for every service domain. It’s possible now.

Now on Now is about how we use our own ServiceNow solutions to work faster, smarter, and better. With Now on Now, we’re achieving true end-to-end digital transformation. To learn more, go to the Now on Now website.