EBOOK

Communication Service Providers
The smarter way to workflow
AN INDUSTRY IN TRANSITION

The telecommunications industry is transforming rapidly, and people around the world are relying on digital technology more than ever. In the mobile sector alone, GSMA reports that mobile technologies and services generated $4.1 trillion of global economic value in 2019, and predicts this figure will reach $5 trillion by 2024.
The advent of new network technologies, like 5G, and the surge of over-the-top (OTT) competitors are creating significant digital disruption for communication service providers (CSPs). The pressure to stay relevant and competitive has never been more intense. CSPs not only have to fight back against these disruptions, they’re expected to deliver exceptional customer and employee experiences—all while managing costs and grappling with siloed legacy systems.

On top of it all, the demand for 24/7 connectivity is accelerating. Consumers and business customers alike increasingly rely on CSPs to deliver consistent, high quality, and seamless experiences—sending expectations to an all-time high and setting a new precedent for the future.

“The ongoing shift to remote work will drive demand for networking infrastructure and connectivity. However, the demand could also strain the system and lead to public perception issues if reality doesn’t meet expectations.”

(Source: PwC, “Practical steps for responding to the coronavirus crisis”)
THE CHALLENGE

Digital transformation opens up opportunities for CSPs, but it also comes with major obstacles:

- High customer expectations
- Disruptive competition
- Optimizing budget
- Talent management
High customer expectations
Due to recent events, B2C and B2B customers have higher expectations than ever before. 24/7 uninterrupted connectivity isn’t just a network feature—it’s a go-forward mandate.

Today’s customers increasingly demand information at their fingertips and a reliable, frictionless experience. When issues arise, they also want fast resolution. Whether it’s knowing about a service disruption before it happens or getting instant personalized assistance, CSPs are under pressure to deliver a more proactive customer experience (CX) across multiple digital channels.

“"The way forward can be guided by people’s expectations, but there is no one roadmap. The success of the next generation of products and services will rest on companies’ ability to elevate the human experience, adapting to the world they’ve created.”"

—Michael Biltz, Managing Director, Accenture Technology Vision
Disruptive competition

Industry borders are blurry. According to Reuters, 2018 marked the largest-ever shakeup of the Global Industry Classification Standard (GICS), when the S&P renamed the telecommunication services sector to “communication services” and combined it with giants, like Apple, Microsoft, Facebook, and Google.

As the influx of new players continues, CSPs are under pressure to adapt quickly. McKinsey reports that “more and more new digital natives are entering the core telco market with innovative business models and technologies, leaving many incumbents to wonder if they can keep up or if they will be displaced.”

These digitally native OTT players, including Apple’s FaceTime, Google Hangouts, Skype, Tencent’s WeChat, and WhatsApp, not only encroach on traditional telco services, like voice, messaging, and video calls—they’re offering even more innovative and appealing messaging and communication services.

“The global OTT services market size stood at $30.23 billion in 2018 and is projected to reach $86.80 billion by 2026—exhibiting a CAGR of 14.3% during the forecast period.”

(Source: Fortune Business Insights, “OTT services market analysis 2019-2026”)
Optimizing budget

By nature, telecoms are OPEX-intense businesses, and tight profit margins have long been part of the “challenges” conversation. But today, those challenges are amplified. For example, the rollout of 5G requires significant capital expense. Telecoms need to quickly invest in new products if they want to stay relevant and competitive in the disruptive digital landscape.

At the same time, CSPs must manage costs to improve profitability, without sacrificing experiences. And it’s a struggle to get insight and visibility into their operations when data lives in siloes that are supported by costly legacy systems.

What’s more, limited automation, outdated processes, and long handling times are just a few additional barriers that continue to hamper service profitability for traditional telcos.

The mobile and digital ecosystem will grow significantly to a total of $3.6 billion by 2025. Traditional operators will continue to take a smaller share of overall revenues, putting further pressure on free cash flow and investment.

(Source: EY, “Global digital telecom playbook”)
Talent management

As CSPs pivot to become more agile, they’re having to re-think their approach to talent management. Part of the challenge is the large number of retirement-ready employees whose knowledge must be captured. The other part is the urgency to adapt to new ways of working. For example, the increase in cross-functional collaboration efforts, such as scrums, is accelerating the need for diverse skill sets and innovative thinking across the enterprise.

Additionally, today’s employees want to be rewarded and recognized based on their skill sets and contributions, not their longevity. They also want direct access to the knowledge they need to serve customers, which empowers them to make swift decisions and solve problems promptly. According to the Society for Human Resource Management, success in today’s economy hinges on employees’ ability to respond nimbly to customer needs.

Agile companies understand the importance of tapping employees’ ingenuity to develop novel approaches to emerging business challenges.

(Source: Gallup, “3 steps on the path to agility”)

THE OPPORTUNITY

Despite its challenges, digital transformation is here and necessary to remain competitive. CSPs who act quickly to address these opportunities can accelerate their digital transformation:

- Proactive and seamless customer experiences
- Reliable and predictable service assurance
- Modern, agile networks
- Attracting and retaining key talent
Proactive and seamless customer experiences
Proactive customer care isn’t just smart business for today, it’s the battleground for future success. When CSPs get CX right, the competition is less threatening. Delivering industry-leading CX helps to protect existing revenue bases, stabilize revenue and profitability, and make it easier to cross-sell new and expanded offerings. Connected data and end-to-end visibility are core to creating a compelling experience that is a "must-have" for customers.

Reliable and predictable service assurance
Quality of service (QoS) has never been more significant. More than ever, delayed issue resolution comes at a price: frustrated employees, and the risk of losing valuable customers and partners. It’s critical to have a single view of the customer that provides proactive monitoring, automates responses and intelligent remediation, and improves service tracking and reporting. With real-time visibility and end-to-end service assurance, CSPs can maximize network availability, improve QoS and mean time to repair (MTTR), and minimize SLA penalties.

Learn how ServiceNow helps organizations create exceptional customer service experience.
**Modern, agile networks**

In the absence of the right IT infrastructure, innovation stalls. To drive growth, CSPs need to replace manual service management processes with data-driven automation, connecting siloed teams and data to create a more unified enterprise. Higher quality networks lead to more stability, less downtime, and greater speeds, eventually decreasing operating costs and increasing customer satisfaction. Additionally, recent events have highlighted the importance of agility and industry leaders need to assess all systems and retire those offering little or no value.

**Attracting and retaining key talent**

Top talent is central to powering digital transformation. CSPs need to build the right workforce, empower them for maximum productivity, and create the best employee experience possible. It’s essential to shed the barriers of legacy systems to create a more agile and innovative work environment. Digitizing, streamlining, and automating complex and repetitive processes will get results: faster and more effective onboarding, increased collaboration and productivity, and reduced knowledge drain—just to name a few. And when the employee experience is elevated, the customer experience gets elevated, too.
TAKING ACTION

Digital disruption is here and ServiceNow is ready to help you act now. Here are three strategies you can implement immediately.

- Deliver proactive customer care
- Automate service assurance
- Harness automation, analytics, and AI
Deliver proactive customer care

Customers are demanding a better experience. CSP leaders are working to deliver one—but they must do it without raising costs. Adopting a proactive approach to customer care is the best way to drive fierce customer loyalty, earn trust, and prevent churn—all while reducing the cost to serve.

Connected workflows enable CSPs to often resolve issues before the customer is even aware, while also equipping agents to handle problems quickly when they do arise. With this approach, CSPs empower their customers with comprehensive, reliable self-service tools, as well as keep them up to date on disruptions to their service—all the way to resolution.

This enables CSPs to proactively and more effectively handle issues and support customers, which ultimately leads to reduced call volumes and handling times, improved NPS and CSAT scores, and happier employees.
Automate service assurance

With a growing number of competitors threatening to disrupt traditional business strategy, delivering high-quality and reliable network experience is mission critical.

ServiceNow helps CSPs elevate the entire value chain by breaking down silos between network operations and customer service. The result: an automated approach to service assurance that provides CSPs with a modern user interface, in-platform analytics, and data-driven automation. Using a single platform to centralize and coordinate actions reduces the risk of human error and allows everyone to move faster—building next-gen experiences for customers and employees.

ServiceNow enables CSPs to transform and connect their customer care and network operations workflows—significantly improving customer experience, while reducing operational costs.
Harness automation, analytics, and AI

Automation. Analytics. Artificial intelligence (AI). Even modest investments in these three As can elevate customer and employee experiences, improve margins, and enable a cost-effective pursuit of new revenue opportunities.

For example: Optimize talent management efforts by automating low-level tasks to free up employees’ valuable time and resources. Use analytics to breakdown data silos and gain real-time, end-to-end visibility of the customer lifecycle. And leverage AI tools to better manage the network through predictive maintenance, or to increase the efficiency and productivity of customer service interactions.

There’s tremendous opportunity in telecommunications for transformation by harnessing the power of these "three As." Download this white paper to find out where to start.
WHAT DOES SUCCESS LOOK LIKE?

Case studies

› Vodafone
› Tata Communications
› Telia
Vodafone

Company: Vodafone, based in the United Kingdom, is a multinational telecommunications company with 98,000+ employees.

The Challenge: Customer service agents were compelled to swivel chair across 24 disparate legacy desktop apps and complex service management processes, resulting in unhappy customers and a high cost to serve.

The Solution: As part of its digital transformation, Vodafone implemented the Now Platform and other ServiceNow products to give customer service agents a 360° view through a single platform with native event correlation capabilities.

The Result: Vodafone decommissioned 24 customer-facing systems, realizing a 45% increase in agent productivity, a 45% reduction in cost to serve customers, and a 25% increase in customer satisfaction. Customer agents now operate with a simple, intuitive, and streamlined system, allowing clearer insight into a customer's journey.

"Before digital transformation, Vodafone was a collection of systems...it was a really complex environment...a customer would know about a problem before we would. Our agents now have one application that helps them provide excellent service."

—Head of Digital Experience, Vodafone
Company: Headquartered in Asia, Tata Communications is a digital economy leader, providing customized network solutions for customers in key markets. The company employs 8,500+ people.

The Challenge: Tata wanted to achieve proactive and predictive customer service during breakages and other incidents involving their global, capital-intensive networks. With customers increasingly dependent on the digital economy, outages or degraded network performance impacts revenue significantly. For new digital-only businesses, high network availability and stable performance are integral to success.

The Solution: Unify multiple customer and field service management platforms on a single platform.

The Result: After implementing ServiceNow solutions, Tata decommissioned multiple legacy systems and enabled real-time reporting. The company achieved a 100% compliance of OH&S checklists for field services, a 26% rise in ticket resolution per day with improved tracking and routing, and a 35% reduction in fulfillment time.
“We went away from operating in silos, multiple systems and customers managing us. Our frontline agents have one unified means for working with customers which translates to improved customer value.”

—Richard Lundmark, Director of Enterprise Services, Telia

Telia

**Company:** Sweden-based Telia Company is the leading telecommunications provider in Sweden, Finland, Norway, Denmark, and the Baltic States, with 20,000 employees.

**The Challenge:** A disconnected customer service experience, the inability to support complex products, and a lack of self-service combined to generate low customer satisfaction scores. In the absence of a knowledge management system, employees had no way to share and collaborate. They were also juggling multiple ticketing systems.

**The Solution:** ServiceNow customer service and operations management products were used to increase internal velocity by resolving customer issues faster and improve self-service experiences.

**The Result:** Telia now handles 40% of its customer service cases online. Agents also enjoy the benefits of sharing and collaborating through a unified knowledge management system, reducing case handling time by 10%, and improving SLA handling time by 9%.

WATCH THE VIDEO
GET STARTED

About ServiceNow

ServiceNow (NYSE: NOW) partners with CSPs to unlock new revenue opportunities and improve profitability across the enterprise. We help CSPs across the globe power their digital transformation to drive proactive customer care, automated service assurance, maximized IT agility, and optimized talent management.

Learn more about ServiceNow’s solutions for communications service providers.

www.servicenow.com/telecom

Additional Resources

Industry brief: The rise of the communication service provider – powering digital transformation in telecommunications

Solution overviews: Communication service providers

Analyst report: Future customer experience – from digital to omnichannel

Analyst report: Boost customer satisfaction and lower costs with ServiceNow

ebook: Three strategies to reduce B2B churn in telecom

Infographic: The roadmap to transforming the customer service experience in telecoms

Use case overview: Telecommunications industry