Dear [Recipient],

As we eagerly anticipate the start of a new year, I hope this letter finds you well and refreshed from the holiday season. The coming year will undoubtedly bring new opportunities and challenges to our industry. Let’s look forward to what 2019 has in store for us.

1. **Large organizations plan to expand the following roles:**
   - Employee lifecycle specialists
   - Data scientists
   - Experience officers
   - Enterprisewide service delivery teams
   - People services and enablement

2. **Technology**
   - User interface
     - Employees typically spend 40% of their workday doing busywork
     - 25% of CHROs plan to use platform models to drive change
   - Employee needs
     - 75% of organizations to include employee experience improvement as a performance objective for HR and IT
     - 89% of organizations performed annual engagement surveys
     - 48% of HR professionals believe their core HR system always meets company needs
   - Technology data
     - 40% of HR generalists spend 25% of their time on data analytics
     - 6% of IT project managers spend 16% of their time on HR data analytics

3. **Large organizations plan to expand the following roles:**
   - Tactical roles
     - HR generalists
     - Benefits specialists
     - IT project managers
     - IT provisioning teams
   - Strategic roles
     - ServiceNow Workflow Insights for Leaders, Purpose Is the Ultimate Perk, Christine Kent
     - ServiceNow, The New CHRO Agenda: Employee Experiences Drive Business Value, 2018, p. 8
     - The Employee Experienced Platform Market Has Arrived, Josh Bersin, 2018, p. 4
     - ServiceNow, HR and IT Better Together, 2018, p. 12
     - SHRM, What to Expect: Top 2019 HR Tech Trends, David Zielinski, 2019
     - Gartner, To Achieve a Consumer-Grade Employee Experience, HR Must Follow CRM, November 2018

4. **Employee needs**
   - Technology data
     - 25% of employees spend 25% of their time on data analytics
     - 16% of IT project managers spend 16% of their time on HR data analytics

5. **User interface**
   - Multiple pathways
     - Hotlines, Portals, Inquiries, Portals, Email aliases
   - Self-service with a single, digitally driven employee service center
     - Easy-to-use landing page, FAQ, and focused search
     - Real-time, omni-channel service support, such as chat or virtual agents
     - Less time and money spent on developing custom portals
   - Unified experiences
     - Multiple pathways: Hotlines, Portals, Inquiries, Portals, Email aliases
     - Tribal knowledge
   - Voice of the employee
     - Annual enterprise surveys to determine engagement
     - In-the-moment employee-rating feedback experiences
     - Workplace forums where employees make suggestions prior to implementation
     - Persona-based journey mapping
     - Experience dashboard to analyze employee sentiment
   - Run-of-the-mill surveys
     - Annual enterprise surveys to determine engagement
     - In-the-moment employee-rating feedback experiences
     - Workplace forums where employees make suggestions prior to implementation
     - Persona-based journey mapping
     - Experience dashboard to analyze employee sentiment
   - IN 2015 90% of organizations performed annual employee engagement surveys
   - BY 2020 95% of organizations to include employee engagement surveys

6. **Employee needs**
   - Technology data
     - 25% of employees spend 25% of their time on data analytics
     - 16% of IT project managers spend 16% of their time on HR data analytics

I wish you all the best in your endeavors this year. Let’s stay connected and be on the lookout for updates from ServiceNow.

Yours sincerely,
[Your Name]