

Work in Progress

How organizations are already reshaping themselves around the future of work.





Digital transformation

It doesn't matter what department you work in; you're probably investing in it.

We're all familiar with the reasons. Customers are becoming used to a level of service which companies can't feasibly deliver without digital technology. And employees are following suit – they often demand the speed, accuracy, simplicity and personalization in the workplace that they are used to in everyday life. So it's no surprise that 'digital transformation' is the accepted solution – it will fundamentally change the way we work in all industries, or so the story goes.

Let's get practical though – there are a lot of commentators talking about digital transformation and the future of work in abstract terms. You can read reams of material about what the utopian workplace will be like in five, ten, twenty years. But anyone who has managed a digital transformation project will know that things aren't that simple. You can't just snap your fingers and overhaul decades of legacy infrastructure.

When we speak to large organizations, we find many who have invested billions of dollars in digital transformation projects before they come to us, with grand schemes to comprehensively rebuild their operations. Yet several years into their big plan, the executives are still hearing the most dreaded words: "It doesn't feel like anything has changed".

only

26%

of organizations have an enterprise-wide digital strategy in place

IT and HR systems are still not talking to each other. Finance have new digital tools, but they aren't joined up with the customer service software. Analytics have been deployed all over the place, but who is acting on the insights? Customers – and employees – don't see any improvement.

In this paper, we'll explore the key reason why these efforts can fall flat, share examples of companies getting it right, and cover what steps you can take right now to make sure your projects stay on track.

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I've talked with multiple CHROs who have spent many millions of dollars on replacement core HCM systems, only to find out that the employee experience fell short and required a new layer of software on top. ”

Josh Bersin, HR & IT Industry Analyst
HR Technology Market, 2019

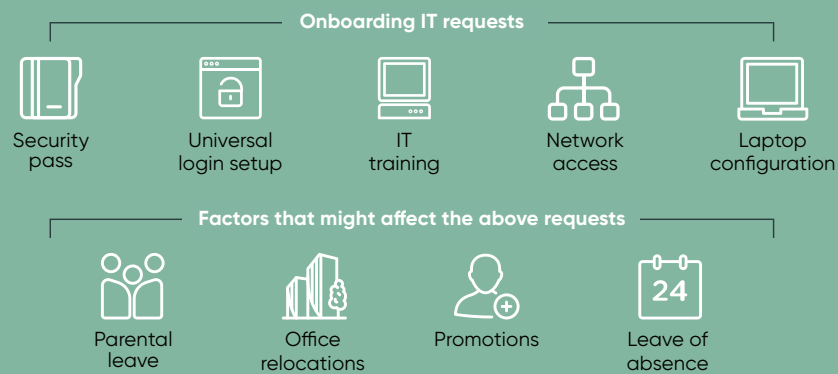


Why aren't things working?

Companies often think about digital transformation in the wrong way. They have an assembly-line mentality; it's assumed that if you digitize and automate each part of a system, the whole thing will work faster and better.

HR

Consider the employee onboarding challenge for most companies. It could take a whole bunch of separate IT requests to get someone up and running.



The longer these things take, the worse the new employee's experience is. In a large enterprise, you have new staff joining every day, as well as contractors, agencies, consultants, and much more.

Manual, inconsistent and costly onboarding processes between HR and IT can result in a poor experience for everyone. It doesn't matter how much you improve the discrete tools or systems if they don't join up and communicate.

Customer Service Management

An organization's customer service team might have a system to route and deal with complaints, yet their analysis of the causes might be patchy or inconsistent. And if they can't spot patterns, they're unable to rectify recurring issues effectively – whether the problems are with the website UX, self-service, account payments, customer onboarding, or anything else.

Too many transformation efforts are therefore getting caught up in the exact challenges they are trying to eradicate: disjointed internal processes and systems, disparate tools and solutions, and executives with opposing priorities. You end up with pockets of innovation where digital tools are deployed, but they don't communicate with other legacy systems, so the benefits aren't felt.

An assembly-line approach to digital transformation doesn't solve the underlying challenge, which goes beyond outdated software. The problem is that the systems have been built and updated over many years, but were never designed to work together. And the processes and behaviors that have developed in the business are difficult to shift, even if the tools change.

So we need to change the way we think about digital transformation. It's not a case of digitizing each discrete tool in the production line. Nor is it a case of spending even more money and time rebuilding from the ground up – a project which could take a decade in an international enterprise.

The businesses that are successful in their digital transformation are taking a platform-based approach.



A platform for digital transformation

By introducing a unified platform, which joins the dots between all your existing software, businesses can get the visibility and control they need to start transforming effectively. And most importantly, this approach can start while the existing software is still in place – so it's much less expensive and time-consuming than it would be to rebuild your systems from the ground up.

That unified platform helps decision makers map out how everything is interacting. Once that is in place, the next step is a Lean redesign of your processes: taking an eagle-eye view of all your systems, and finding the simplest way to organize them. That opens the door for digitization: now that you know your system is effective, you can work on making it more efficient. These systems can be automated by bots through Intelligent Process Automation (IPA).

Having a standardized platform also means advanced analytics can be deployed more effectively and consistently – so operations and business management can make informed decisions about how to improve the system in the future.

What's working, what's costing too much money, where could processes be more efficient, where are the bottlenecks?

Crucially, none of this – Lean process redesign, digitization, IPA, advanced analytics – is possible in a truly transformational sense without the unified platform that sits behind it.

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No matter where we are in the world, we're all dealing with the same challenge: to close the chasm between the way people do things outside of work, and the way it feels inside of work. ”

Jason Averbook, CEO, Leapgen

only

19%

of organizations have consolidated platforms



How it works in practice

Many companies are already succeeding with this platform-based approach. Let's explore some of the outcomes that businesses are seeing when they take a more holistic view of transformation...

Simplifying IT operations

For IT leaders, the benefits extend from service management right up to business decision making.

IT Service Management (ITSM) runs efficiently when your IT managers are freed up to think about the bigger picture. Operations can be proactive in keeping the business running if they can clearly see how each piece of software communicates and connects. And CIOs have real-time reports to make decisions, making sure the IT estate is cost effective and supports the overall business strategy.

Veolia Case Study

That's exactly what Veolia did. The company had 986 separate on-premises applications for their IT service and business management, across 48 countries and over 160,000 end users. Each of their country teams were managed like a distinct company, so there was a lot of siloed knowledge which business management couldn't access. By deploying a unified ServiceNow platform across all their units, they were able to see which applications could be taken from one country to another, share best practices, and make cost efficiencies. What's more, now that Veolia had a single platform for software across their business, it would be simple to roll out other software to all users in future – to build it, report on it, and refine it faster than ever before.

Veolia migrated all 986 of those applications to the cloud, saw employee satisfaction increase by 50%, and delivered three global initiatives via the platform in just nine months. We've seen other companies achieve similarly impressive numbers for their IT functions too – reducing outages by 50%, improving delivery time by 95%, or 96% reduction in the time taken to process changes, for example.

3

transformation initiatives delivered in the first nine months

50%

increase in employee satisfaction

96%

reduction in process change time

Supporting the way people work

Thinking differently about transformation has benefits for every team in the business – from finance to HR, and customer service to procurement.

Nordic telecom giant Telia needed to improve their customer service, yet they were hindered by the legacy system they'd been working on for years. They had multiple ticketing systems, no knowledge management, and no way of sharing or collaborating. It was up to customers to work out the best way to contact Telia, and their customer satisfaction scores were suffering.

Telia introduced a unified platform for customer service. This allowed their agents to collaborate much more easily, and gave clients just one portal to contact them – Telia now handle over 40% of cases online, with a 10% faster case handling time.

“

I'd recommend companies start with the processes and think about how they want to work, not start with the technology first. ”

Rickard Lundmark, Director Enterprise Services, Service Operations, Telia

40%

of customer service cases handled online

10%

reduction in case handling time

AMEX Case Study

The HR team at American Express Global Business Travel (AMEX GBT) relied on manual processes and emails for everything from new employee documentation to requesting laptops, new accounts, desk space, credit cards, and more.

They wanted to simplify their employees' work lives and give them instant access to the information they needed – which would also help the company to attract and retain talent. The company saw a major opportunity to enhance the employee experience by transforming and automating its onboarding processes with ServiceNow.

AMEX GBT standardized their onboarding activities across 26 countries in just five weeks, including addressing country-specific onboarding requirements. Now, instead of receiving and responding to multiple emails, new hires see all of their onboarding tasks in a unified ServiceNow portal. This portal allows them to complete these tasks in one place and also lets them get online support from the HR team. This has contributed to a 90% reduction in onboarding email traffic, eliminating 300,000 emails a year.

90%

reduction in email traffic

300k

emails per year eliminated

99%

productivity gain – over 18,000 hours per year

Contact

This white paper was produced as an output from the ServiceNow Knowledge 2019 event. The Knowledge conference is an annual event, addressing trends in the way employees are working right now, as well as how people will interact with technology in the future to improve productivity, accuracy and job satisfaction. ServiceNow runs regular events in all the countries we operate in – visit servicenow.com/events to find out what's happening near you.

We work with companies of all sizes to simplify their operations and lay the foundations for effective digital transformation.



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