servicenow.

The 3 Imperatives
Driving Employee
Experience in 2024
and Beyond

From employee-centric to "life-centric"

servicen⬤w.

To stay relevant and competitive in a world that's simultaneously more connected and more distant, business leaders must prioritize employee experience **even more than they already are, reframing customer-facing employees and back office staff alike as key stakeholders in their business.**

servicen⊙w.

Of course, that's easier said than done when organizations are struggling with siloed systems, departments, and multiple employee portals, which make it frustrating and time-consuming for employees to find and get the help they need. Inefficient processes, low adoption of knowledge content, and opaque human resources (HR) operations reduce employee productivity.

And when it comes to legacy systems, the high cost of providing employee services is hindering not only the automation of mundane tasks, but also leaders' abilities to realize their plans for digital transformation. Inconsistent employee experiences negatively impact agent SLAs, while silos cause bottlenecks and a lack of visibility into process issues.

But things are changing. In this publication we'll explore the three greatest imperatives for improving employee experience in 2024 and beyond. We'll look at how leaders are benefiting from automating and streamlining their processes, attracting the best talent and upskilling and nurturing their current talent along the way. We'll consider a variety of case studies demonstrating the business impact of exceeding your employees' expectations, in turn enabling them to deliver easy, convenient, and flexible customer service. And we'll explore how future-oriented and "life-centric" enterprises are leveraging a single system of action to drive productivity, fuel business growth, and empower employees to thrive no matter where they are in their career.

servicenow.

What's inside

Imperative #1
Focusing on wellbeing: unhappy employees = unhappy customers

According to a 2022 study from Columbia University, executives in earnings calls "talk about customers 10 times more often than employees," and "perceive customers to be analogous to opportunities"—"and employees to risks."

Prioritizing your customers over employees might drive short-term revenue growth, sure—but it will almost always cost you in the long term when it comes to employee retention and engagement.

Yet the problems that blighted the global economy in 2022 are having a ripple effect for organizations in 2023: talent shortages, high inflation, regional conflicts, supply chain disruptions. And the new year brought its own disruptions: bank failures, political crises, the fledgling realm of generative AI.

Companies that had been hoping to grow in 2023 were forced instead to scale back their ambitions and brace for a possible recession, as rising interest rates, tough talent markets, and lagging digital transformations put the brakes on growth.

In turn, HR leaders find themselves under even more pressure to control costs, streamline processes, and maximize the value of their organizations' talent strategies, while dwindling resources make it tough to secure critical investments and future talent needs.

What does this mean for the individual employee? With companies demanding shorter average handle times, customer service agents must accelerate resolutions, giving them less time with the customer. This leaves customers feeling rushed by those they turn to for help. And as an organization's list of practical and ethical considerations grows exponentially, employees are feeling rattled just as they face more complex and more frequent decisions than ever. It's unsurprising that just 15–30% of employees say they're "enthusiastically engaged at work."

"

The employee experience is critical to delivering a positive customer experience, and we have data that correlates to that. If an install wasn't on time or there was some other problem, it was typically related to some obstacle in an employee's workflow, in our processes or the technology keeping employees from delivering a good customer experience. It's one big story.

Beth Ard—VP Customer Experience, Lumen

The dangers of disconnection

There's a growing void between leaders' perception of employee satisfaction and the day-to-day realities of their employees: problems like siloed teams, inadequate technology, and a sense of disengagement from their workloads, which are becoming both more unrealistic and more unsatisfying.

While members of the C suite may believe that the technology their company provides is working just fine, their employees who are actually using that technology rarely agree—and the consequences of this disconnect are pernicious. According to the U.S. Bureau of Labor Statistics, one hour of lost productivity per day can cost an organization of 10,000 employees almost $69M per year in salary expenses for little to no contribution. As if that weren't bad enough, an organization of the same size could spend as much as to replace employees who leave because of burnout. Shocking figures like these bring into focus the financial imperative for optimizing employee performance by protecting your people against burnout and attrition.

servicenow.

expedia group

Travel leader unifies the entire employee journey

American travel technology company Expedia Group created a seamless and intuitive employee experience, making it quick and easy for its people to get what they wanted.

Expedia worked with ServiceNow to connect its HR and IT functions, creating a single platform to support the entire employee journey, from hire to retire.

200+
specialist websites

70+
countries

1
unified portal

"

We put our travelers at the center of everything we do. ServiceNow enables us to do the same thing for our employees. When you improve the experience for both employees and agents serving them, it creates a virtuous cycle which benefits everyone in the company and the bottom line.

Staci Nakayama—VP Employee Technology and Services, Expedia Group

# The way forward: a seamless and connected experience

Business leaders are futureproofing their organizations by connecting user experience, customer experience, and employee experience, recognizing how this will help deliver stimulating and productive experiences for their employees. In turn they hope to see a rise in people benefits, like enhanced teamwork, healthier workplaces, and greater staff loyalty, with a view to ultimately transforming business performance.

"

We encourage employees to express their ideas and concerns to make them feel more a part of the company and its success.

CHRO, Australian federal government entity

Boosting employee happiness has never been more business-critical
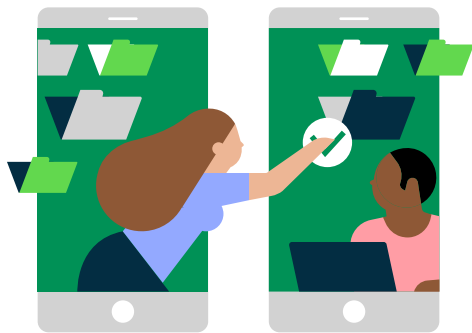
96%

of customers wouldn't stay with a brand after a bad customer service experience—and on the flipside, low employee satisfaction predicts low customer satisfaction.

Employee happiness is tied inextricably to engagement and productivity. Yet in the wake of job cuts and economic pressure, employees feel squeezed. And combined with unsatisfying working environments, outdated technology, and laborious and inefficient processes, the employee experience is plummeting— and that's wrecking employees' commitment to the company, the product, and the customer.

"

The consequences of cuts or staff shortages in vital public services will be directly experienced by more people. Customers' frustration and impatience with organizations that, rightly or wrongly, they perceive have let them down, or are difficult to engage with, will intensify. How organisations respond to this will become even more important.

The Institute of Customer Service

Brands that can maintain an employee-centric culture see higher levels of engagement and commitment from their people, who in turn strive to deliver a superior customer experience. In short: Happy employees are more likely to be authentically empathetic in their customer interactions.

Leading companies are introducing initiatives to boost employee experience, prioritizing employee wellbeing in a holistic and "life-centric" manner to build a happier workforce from the ground up. These organizations encourage their people to express their ideas and concerns about the working environment—not only so they feel more connected to the company's success, but also because leaders need to understand their employees' experiences if they want to continue delivering superior customer experiences.

"
We emphasize creating a stress-free atmosphere to increase employee satisfaction.

CFO, German manufacturer

"
Top management places a strong emphasis on employees' social, financial, physical, and psychological wellbeing, which helps create a more productive workforce.

CFO, Australian virtual operator

![servicenow]

How can ServiceNow help?

With ServiceNow, meet your employees' needs today, and witness transformational performance outcomes tomorrow—no matter what form the business landscape might take.

- ✓ **Provide a single portal connecting disparate systems so employees can get the help and information they need, all in one place**

- ✓ **Enable employees to self-serve from any digital channel, anywhere, anytime**

- ✓ **Deliver simple step-by-step guided experiences along the employee journey, from hire to retire**

- ✓ **Free up employees' time by making it easier for them to find answers and get guidance across any journey**

servicenow.

It's time to shift from an approach that's *employee*-centric to one that's *life*-centric

The adage rings true as ever: Happy employees do indeed make happy customers.

But to remain relevant and competitive in today's fast-evolving world, customer experience must be front-of-mind for every stakeholder in your organization. Whether they're in sales, marketing, or management, everyone from the front line to the back office needs to be invested in delivering a life-centric employee experience, taking into consideration every element of employee wellbeing and satisfaction.

servicenow.

Imperative #2
Skills: nurturing the talent you need to succeed

As you're asked to do more with less resources, the importance of identifying, recruiting, and nurturing the best people could be the deciding factor in your organization's future business growth.

This extends to reskilling and upskilling employees, as workplaces face entire generational shifts. It's vital then to ensure you can leverage underutilized skills across your organization. That way, if an employee is interested in working on a project requiring skills they have but don't normally use, their manager can recommend them to fill the gap, at least temporarily. This isn't possible if leaders lack visibility into their people's skills and interests.

Some leaders are in the dark when it comes to their employees' potential

Customer agents may have more support and resources than ever, but the bar for their performance has shifted accordingly. This shift has brought challenges and complexity of its own, which leaders are combating with emerging technology.

As organizations embrace technologies like conversational intelligence while automating lower-skilled tasks, the battleground for talent has narrowed, focusing on a smaller subset of people with those skills are most in-demand—and hardest-to-train. But of course, leaders don't know how to identify employees with the most valuables skillsets if those employees aren't yet able to maximize their potential.

Business leaders are always searching for new ways to realize their people's full potential to maximize performance. Fortunately, technological innovations are opening the doors for employee growth and development, focusing on skills over jobs or degrees, enabling leaders to take advantage of modern data and insights to strengthen their workforces and build readiness for the future.

3 major benefits of having visibility into your employees' skills

1 Pinpoint skills and proficiency gaps within your organization, and decide who is best suited for reskilling and upskilling

2 Capture your employees' skills, talents, and interests so you can efficiently match them to work assignments they find satisfying

3 Emphasize the value of future-forward technical skills that expand job mobility

Technology is fixing many talent problems—but there's no replacing the human touch

Many industries will likely depend increasingly on chatbots and virtual customer assistants over the next two years. According to Gartner, these technologies hold the greatest increase between current and future value, followed closely by employee self-service and assisted service—all technologies that support agents in delivering low-effort but value-enhancing experiences in real time. This is why Deloitte found that most leaders intend to invest in extra self-service capabilities between now and 2025, with a view to driving customers to chatbots, virtual agents, interactive FAQs, and conversational interactive voice response systems.

That being said, it's important for leaders not to overestimate the capacity of digital technologies to deal effectively with the vast range of customer experiences and personal situations. Many customers state explicitly that they want and need to speak to a human agent to deal with issues that are complex, urgent, or sensitive. They also want to be able to switch from chatbot to human in an instant.

"

We implemented employee development initiatives like training and mentorship to assist employees in improving their abilities and succeed in their careers.

CIO, Spanish healthcare payer

How can ServiceNow help?

In an increasingly competitive and unpredictable business landscape, it's never been more important for leaders to have total oversight of their workforce's skills. With ServiceNow you can identify and foster your people's talents and empower them with more plentiful opportunities for career growth and development. Enhance their job satisfaction, and you'll boost their loyalty and productivity in the process.

- ✓ **Gain insights and visibility into emerging talent needs by leveraging AI to automatically populate and consistently update the skill profiles of your workforce**

- ✓ **Give managers AI-powered recommendations to drive better talent development conversations**

- ✓ **Help employees act on their career aspirations with guided development plans**

Case study

Driving innovation and sustainable growth with automated workflows for employees and customers

ServiceNow is one of the fastest-growing cloud enterprise software companies in the world, with steady double-digit annual growth.

We use our own products to unlock productivity and give our employees great experiences, such as by delivering integrated customer experiences to reduce time-to-relief, creating engaging and connected employee experiences, and building the future of our IT operations while proactively managing risk, cost, and security.

$139M
cost avoidance through automation

65%
self-solved employee issues

18%
revenue per employee improvement

" We're using our own products to drive tangible business returns, grow revenue, and deliver incredible digital customer experiences.

Chris Bedi—CIO, ServiceNow

It's time for a holistic outlook on talent

Organizations looking to connect their user experience, customer experience, and employee experience face a whole new raft of challenges—but they're moving in the right direction.

The transition will be trickiest for leaders who either must work with inadequate technology and outdated systems, lack an in-depth understanding of the strategy, or simply face employee resistance to change. But in time, the business benefits will be immense for those organizations that nurture their talent, empower their employees to advance their own careers, and gain key insights into their skills gaps and shortages.

Imperative #3

From employee-centric to *life*-centric: staying ahead of evolving expectations

The way we think about work is changing. As employees' standards rise, they're demanding more flexibility than ever—and your organization must adapt fast.

But rather than framing employee expectations as a "challenge" to overcome, you should instead focus on the huge benefits of meeting your people's wants and needs, including saving on costly contact centers, reaching a wider talent pool, and supporting a better work–life balance—all with a view to building a more resilient infrastructure and fortifying your bottom line.

> "We're living in a moment in which the power dynamic between employer and employees is shifting in the digital economy. With an increasingly mobile and remote workforce, we're trying to learn how to replace in-person rituals and moments with digital ones to build employee community and generate a sense of employee loyalty. That's what most businesses are struggling with.

Adrian McDermott—CTO, Zendesk

As society embraces the digital nomad, leaders must follow suit

The events of 2020 made even the most traditional of leaders consider the advantages of remote working. Three years on, flexible working arrangements have become a default expectation for many employees, who have grown accustomed to being able to schedule their professional responsibilities around the demands of their personal life, such as childcare, volunteering and civic duties, and caring for elderly relatives.

In response to this shift in the zeitgeist, leaders who wish to attract, retain, and develop the finest talent must emphasize their commitment to empowering their people with autonomy and a strong work–life balance, rather than sticking doggedly to cookie-cutter 9-to-5 roles at workplaces far from employees' homes. The stats say it all: Job postings that mention values like culture, flexibility, and wellbeing receive almost triple the views and twice the applications they were getting just two years ago.

98%
of employees now
wish to work remotely,
at least part-time.

Developments such as generative AI are certainly helping companies streamline their employee experiences and interactions, but they must continue innovating if they want to retain a competitive edge and fuel ongoing business growth. This is where you can draw on cloud technologies that make the employee experience more scalable and accessible by boosting visibility, breaking down silos, facilitating information sharing, and integrating communications platforms. There's also enormous value to be found in gig customer service (GigCX) platforms, through which organizations can find flexible workers looking to set their own hours and work from home. GigCX platforms are already proving useful to organizations that are facing skills gaps but not currently looking to take on more full-time employees.

> **Company values will increasingly become a survival issue for organizations.** Those demonstrating a clear commitment to their values will attract and retain top talent and benefit from a motivated workforce, which is even more crucial in a tight labor market.

Josh Graff—Managing Director EMEA & LATAM, LinkedIn

servicenow.

Ryder *Ever better.*

Case study

Ryder connects workforce on unified employee portal

With ServiceNow, American transportation and logistics company Ryder created MyRyder, the organization's very first employee services portal. MyRyder automates HR services with a view to improving employee experience and boosting productivity for both field and office-based staff.

91%
increase in access to knowledge content

80%
increase in HR agent efficiency

10%
more cases received in H2 2022 than H1 2022

> " Three years in to using HR Service Delivery, we can definitely attest that it makes processes easier and more organized.

Galyna Kruglov—Group Director of Employee Services Operations, Ryder

servicenow.

Tackling the perception gap

There are wins awaiting those leaders willing to address their employees' needs in a holistic manner, to attend to not only their people's physical and mental wellbeing but also their sense of purpose and meaning at work. However, there's a gap between the employee experience many in the C suite believe their organizations are delivering vs. the realities lived by their employees. This perception gap is undermining innovation and corporate growth.

There's nothing new in the link between happy employees, happy customers, and the bottom line. But what is new is the direct link to increased revenue. Employees have become the most important stakeholder for long-term success, and they're demanding experiences as easy and seamless as those enjoyed by the customers they serve.
The move toward employee-centric organizations has been a godsend to workers who in the past would have seen their wellbeing needs go unmet, even unacknowledged. But as more and more leaders recognize that their future business growth lies in connecting the experiences of everyone who interacts with their company, they must shift once again to employee experiences that are "*life*-centric."

Life-centric organizations are coming to the forefront

Life-centric businesses are grounded in the premise that their employees are complex and multifaceted individuals, doing their best to adapt to unpredictable life changes. These organizations draw on that principle to maximize ease and opportunities for their employees, such as through flexitime, hybrid or remote working, and better and more frequent training and upskilling.

By adopting a life-centric approach to employee experience, companies meet the needs of their employees just as they expect their employees to meet the needs of their customers. This generates a positive feedback loop, characterized by everyone—customers and employees alike—engaging with the brand in positive and meaningful ways which stand the test of time and circumstance.

How can ServiceNow help?

Manual, mundane, and repetitive tasks are quickly becoming problems of a bygone era, as AI, automation, and digitization become the norm. ServiceNow is helping organizations spanning every industry embrace this shift, by enabling their employees to self-serve from any digital channel, anytime, anywhere.

✓ **Streamline employee services and improve agent productivity by automating slow and inefficient processes**

✓ **Leverage AI and chatbots to provide employees with real-time responses to routine inquiries, as well as instant access to relevant knowledge and information across any digital channel**

✓ **Reduce the time to build and deploy new employee journeys**

servicenow.

SIEMENS
Case study
Siemens GBS enriches employee experience

German multinational technology company Siemens worked with ServiceNow to create a single platform enabling a simplified and digitized experience for the company.

1M
hours automated with multiple technologies

87%
employee satisfaction rate

15K
tickets resolved automatically every month

> ❝ It's all about impact. ServiceNow is more than just providing a robot—it's solving a real business challenge.

Matthias Egelhaaf—CIO and Chief Digitalization Officer, Siemens GBS

Future-orientation now

Talent strategy and people impact aren't afterthoughts—they're paramount to reinvention. Future-oriented enterprises consider change management a core competency, which is why they no longer separate user, customer, and employee experiences into silos. After all, success in today's economy demands integrating user experience, customer experience, and employee experience. Only then can you truly deliver a seamless, engaging, and game-changing experience for every individual at your organization.
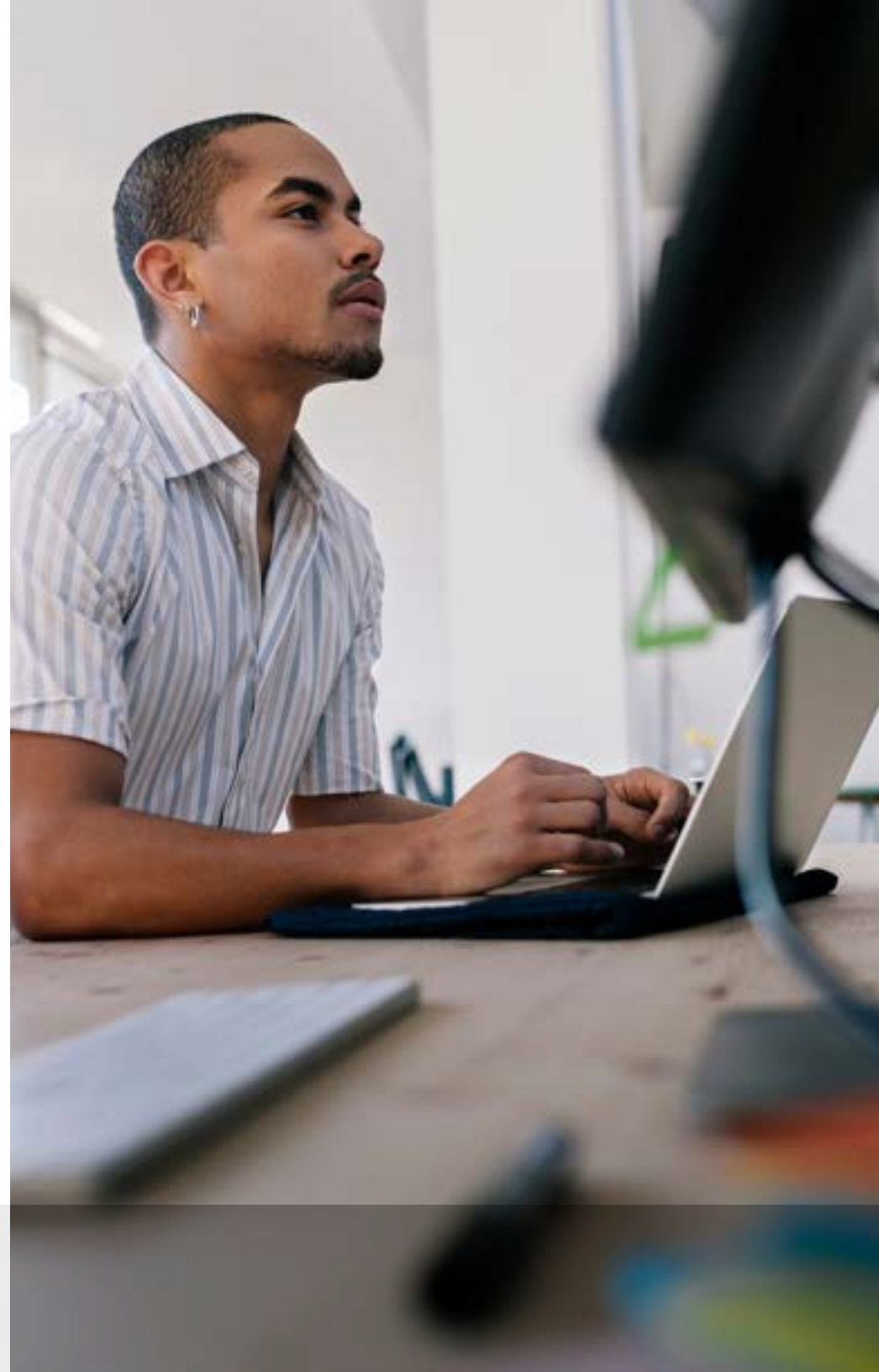
![servicenow]

Give your employees the experience they need, want, and deserve.

With ServiceNow, drive greater productivity, make informed talent decisions, and lower costs by streamlining employee journeys, self-service, and case resolution. Free up time for your agents, employees, and managers to focus on what matters most for the business.

With ServiceNow you can make it faster and more efficient than ever for your employees to find answers to carry out their duties, use platform data analytics and processing mining tools to improve performance across departments, and resolve issues faster by drawing on AI-assisted recommendations and HR playbooks.

You'll also give your employees seamless step-by-step guided experiences across any journey, from hire to retire, empowering them to self-serve from any digital channel, anytime, anywhere. And with a single portal connecting previously disparate systems, you'll gain game-changing insights into what your employees truly need—and boost their productivity, engagement, and loyalty along the way.

Uncover the latest experience insights for everyone:

Business Value of HR Service Delivery

Unlock the business value of streamlining employee experience at every touchpoint.

Get Guide

BUSINESS VALUE OF SERVICENOW HR SERVICE DELIVERY

Deliver Experiences Customers Crave

Discover the three imperatives for CX leaders in 2024 and beyond.

Get Ebook

Deliver experiences customers crave

Catalyst for change: How technology leaders can be a key ally for the customer and employee experience

Drive employee productivity and satisfy customers by delivering efficient digital experiences.

Get Ebook

Catalyst for change: How technology leaders can be key allies for customer and employee experience initiatives

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.