

Now on Now: IT reimagines the employee experience using a Shift Left IT Support strategy on the Now Platform®

How IT enables 50% of employee issues to be resolved via self-service, improving the employee experience and focusing human-touch interactions on more complex issues

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Empowering employees to resolve their own issues via self-service

For the past few years, ServiceNow has been exploring ways for technology to improve the employee experience in areas such as productivity and satisfaction. This exploration extends to addressing the needs of the next generation workforce, often referred to as millennials and Gen-Z, who have been immersed in technology—including cell phones, social media, and the internet—from a young age.

The rise of this new generation workforce is rapidly redefining all employees' relationship with technology. Our intent is to create a frictionless experience that combines self-service and the human touch to help employees find answers quickly and, in many cases, resolve their own issues.

We also are being more preventive by using digital workflows and technologies such as AI and machine learning to spot and prevent incidents before they occur. Delivering a frictionless experience is changing the role of IT Support as we move to more automated workflows and self-service.

In this case study, we explore our adoption of a Shift Left strategy to move employee IT support to a greater reliance on self-service, whether that means automating a request or publishing information so employees can solve issues on their own.

Shift left strategy driven by automation

The ServiceNow IT Services organization provides global IT support for our employees. In the early years, we functioned as one team that wore multiple hats. Technicians were on the phones resolving employee issues in the morning, then went to work in the Tech Lounge—our walk-up IT experience—in the afternoon. It was challenging to stay on top of workloads and affected service delivery. As we grew, we realized we had to become more efficient so we could scale with company growth.



Figure 1 Three tiers of IT Support are part of our Shift Left strategy.

As ServiceNow grew, IT undertook a Shift Left strategy to move employee IT support from more time- and resource-intensive activities to a greater reliance on self-service, whether that meant automating a request or publishing information so employees could solve it on their own. We established a three-tier support structure that enables IT to provide a better user experience and increase productivity, making work, work better for our employees. The three tiers are defined as:

- **Level 0 (L0):** Intelligent automation and data-driven insights via our employee portal and knowledge base provide users with the information they need at the time they search or request it.
- **Level 1 (L1):** A dedicated team skilled at mainstream technologies assists with routine and repetitive requests, including phone and chat responsibilities 24/7 and single-point SLA accountability.
- **Level 2 (L2):** Consultants skilled at the majority of technologies and products and who understand the business context handle time-consuming, complex requests. They bring a consumer-like experience to ServiceNow with a Tech Lounge [Walk-Up Experience](#).

We continue to try to move as many issues to the left, or toward L0, by automating many of the responsibilities that traditionally fell on the support staff. L1 staff handles more routine tasks, which frees up L2 staff to be consultants, not just traditional break/fix IT support. Consultants are also teachers and advocates for our user community. They coach employees on how to use their apps to be more productive.

As a result of this continuous shift left, the number of low-priority issues is slowly dropping along with the demand for L1 support. Employee self-service of content improved 3%, from 46% in 2018 to 49% in 2019. In the future, as automation and self-service increase, we will continue to shift our experienced L2 staff to solving complex, high-priority issues.

Increasing self-service options over time

We define self-service as building great experiences that empower employees to resolve an inquiry, issue, or request by themselves without human intervention. By offering a consumer-like self-service experience we can provide a frictionless environment.

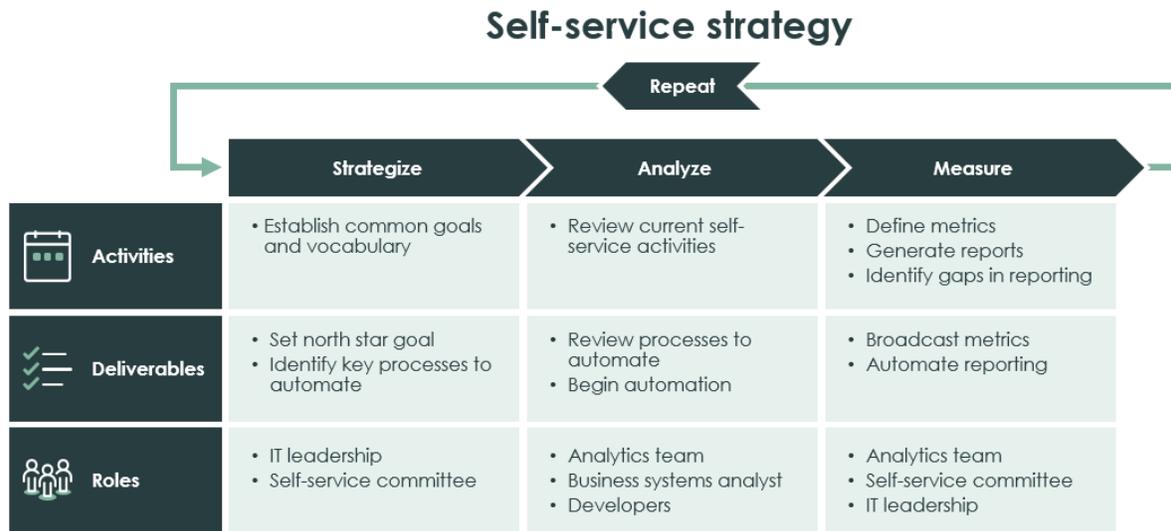


Figure 2 Our self-service strategy is built on constant improvements and measuring our progress.

We began our journey by developing a high-level view of our process to get self-service formulated and off the ground. Adoption was broken into three phases:

- **Strategize.** First, we defined what self-service meant, then mapped a goal, involving stakeholders such as IT leadership and functional teams.
- **Analyze.** We determined how to measure self-service, including current metrics that met these thresholds. We talked to various teams, such as analytics, business system analysts, and developers, to sort among the different interactions, many of which were highly complex.
- **Measure.** We then implemented a regular cadence to collect and share the metrics. Over time, we identified and automated gaps in reporting to further reduce manual analysis. As we measured progress, we gained insights into further improvements.

We now have a repeatable, continuous process to onboard new channels or enhance analytics. Each quarter, we report on our progress and share insights with different business functions, such as IT, HR, and Finance, to identify areas to expand.

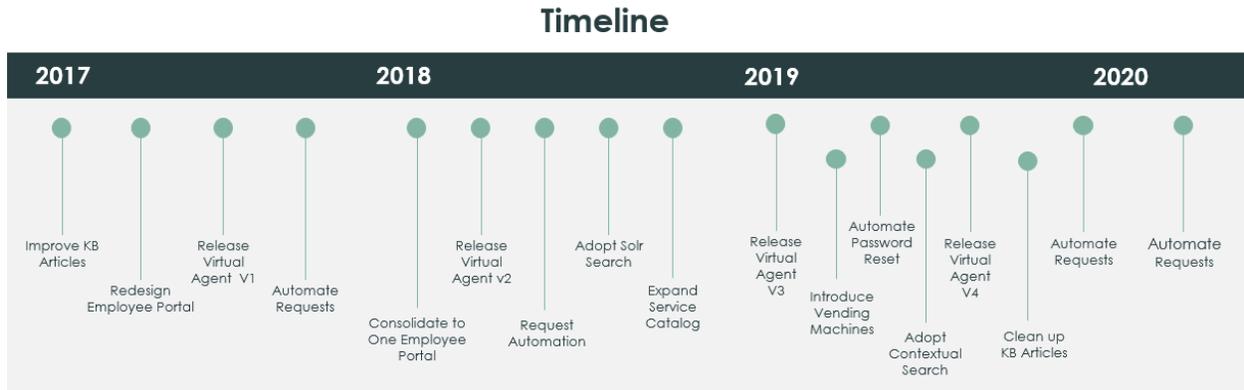


Figure 3 The past three years have focused on the employee portal, automated requests, knowledge articles, and our Virtual Agent.

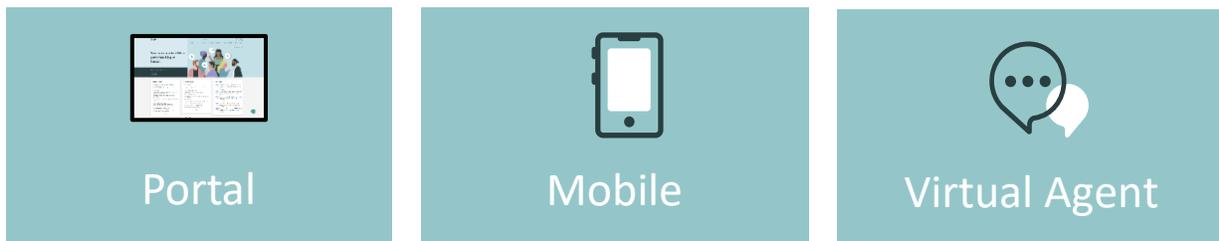
The timeline shows our journey, which touches four major areas in [IT Service Management](#):

- Redesigning and improving search on our employee portal ([Service Portal](#)),
- Building our Knowledge Base ([Knowledge Management](#)),
- Launching a chatbot ([Virtual Agent](#)), and
- Automating common catalog requests using forms ([Service Catalog](#))

First in our journey was consolidating multiple department portals into a single central employee portal for all departments and automating common requests into a service catalog. As employees move toward more self-service, we are finding that Virtual Agent use is increasing while portal ticket submissions and visits to the Tech Lounge are decreasing.

We are constantly expanding Virtual Agent conversations to popular keywords that link to relevant Knowledge Base articles and popular workflows such as credit card requests and conference room bookings. In 2019 alone, we added 150 conversations to the Virtual Agent. The Now Mobile app has become the second most active channel for the Virtual Agent. We have extended Virtual Agent plug-ins to our IM app, Outlook app, browsers, and desktops to make it easier for employee to find answers. Employee portal usage has grown dramatically-- from 61% to 70%--between 2017 and 2019.

Figure 4 Support channels such as phone calls, instant messages, and email, are being replaced by:



Expanding self-service in new ways

Our self-service capabilities are not confined to online options. Other activities include:

Smart lockers. We've equipped our larger offices with vending machines that dispense popular computer accessories, such as headphones and chargers. What's new are smart lockers attached to the machines. Employees scan their badges, tell us about the issue, drop off the laptop and pick up a pre-loaded loaner, all in the lockers. An IT technician works on them, then notifies the employee when their laptop is ready for pick up. Last year, the machines averaged around 300 transactions with a 96% satisfaction rate with employees. We expect this number to grow as we install these in more offices worldwide.

24x7 live video chats. Employees can start a video chats with a live agent 24x7 using an integrated iPad on the vending machine console. Using the Now Platform®, we are linking the vending machines to the service desk. Employees can also connect their laptops to an Ethernet cable so technicians can perform live, remote troubleshooting when the Tech Lounge is closed or in smaller offices that don't warrant a lounge.

Zero-touch configuration program. We are partnering with our strategic partners to speed up laptop delivery to new hires and employees due for an upgrade. Once a laptop is requested (and in many cases automatically approved), the request is automatically forwarded to one of our strategic partners to be drop-shipped overnight to the employee. Upon receipt, the employee simply connects to the internet and logs in. At that point, the laptop is automatically configured, and the person can begin working immediately. This eliminates two costs: configuration by IT client engineering and an on-site laptop inventory.



Figure 5 Vending machines and smart lockers help us deliver 24x7 employee support.

Zero Touch Configuration



Figure 6 A zero-touch program speeds up laptop delivery.

Personas add personalization

To further streamline IT support, we created personas that group people based on user trends and behavior. Personas, such as manager, new hire, and employee, help us shape personalized support experiences based on a person's role. Because IT already has an initial understanding of the person's needs, employees can get help faster.

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.

Personas



Sales
The Road Runners

Typical day: Many meetings and calls with customers
33% remote | 66% office-based
Users: APJ 15% | EMEA 28% | AMS 57%

- Work most with product & marketing
- Contact: email or phone
- Biggest challenge: finding internal info
- Product learning: webinars & videos
- Collaboration: Zoom, mobile & email
- Go-to apps: Outlook & Slack

Figure 7 Personas help shape personalized support experiences.

Maintaining service quality at scale

During 2018 and 2019, our IT support group staffing remained flat while the company grew at 30% per year. In just two years, self-service without IT involvement increased 40%. While expanding self-service options was critical, other important contributors were:

- Proactive monitoring to prevent issues
- More efficient service delivery

In the future, we will continue to strive to deliver a consumer-like, frictionless experience for our employees while at the same time making the best use of our technology. By the end of 2020, our goal is to have 50% of employee issues be resolved via self-service. We continue to pursue other avenues such as:

- Further simplifying issue reporting and other requests through the mobile app
- Automating our top volume requests into Service Catalog forms
- Rolling out vending machines and smart lockers to more offices
- Improving search capabilities to include more Now Platform® apps
- Executing more AIOps use cases based on what employees want
- Enhancing the process to clean up, rewrite, retire, and improve the effectiveness of knowledge articles

Shifting the balance

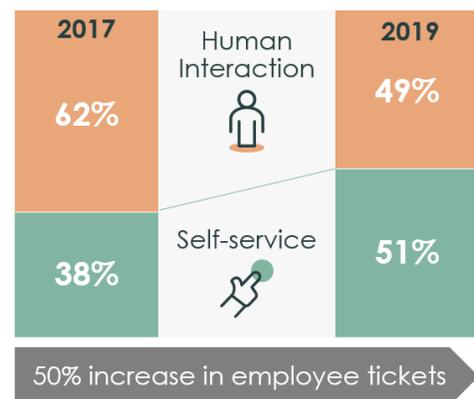


Figure 8 As self-service resolutions increase, human interactions decrease.

The Now Platform gives IT the capacity to shift its support resources toward self-service where employees are empowered to find their own answers. Experienced team members can now focus on resolving complex issues that require more skill. The result is greater productivity and a richer, more satisfying experience for both employees and IT.

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](#).