7 PILLARS OF

ServiceNow Success for Financial Services CIOs

Essential strategies for implementing and using ServiceNow® at its full value in order to handle continuous change and streamline processes in the banking industry

∞ Crossfuze™
The Workflow Company™

Crossfuze™
The Workflow Company™

Why Crossfuze?

Crossfuze™ helps enterprises to create a competitive advantage in the world of work. Through transformative technology, innovative workflow design, and exceptional customer and employee experiences we're changing the way work works.

Why "The Workflow Company?"

Operational improvement isn't the only goal. The best companies improve both the employee and the customer experience. Thankfully, experiences can be dramatically improved faster than ever before through workflow improvements and innovative technology.

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Foreword

Financial services CIOs around the world are dealing with significant issues that only become more complex as customer and regulatory expectations grow. From ensuring operational resilience to being able to guarantee an excellent customer experience, security, optimized workflows, and support for a workforce across all locations, the general financial services industry needs to learn to adapt quickly.

> While IT has traditionally served as a "behind the scenes" operational detail in running a financial institution, in today's technology-driven ecosystem, they need to take the front stage in developing strategy throughout the whole organization.

This book is here to set you on a path for success, with tips for how to fine-tune your use of ServiceNow and leverage it to the best of your abilities, enabling you to support continuous growth, digital transformation, and more. Written specifically with the financial services industry in mind, *7 Pillars of ServiceNow Success for Financial Services CIOs* supports IT leaders throughout your organization. It's also here to bring your vision of resilience and continuous improvement to
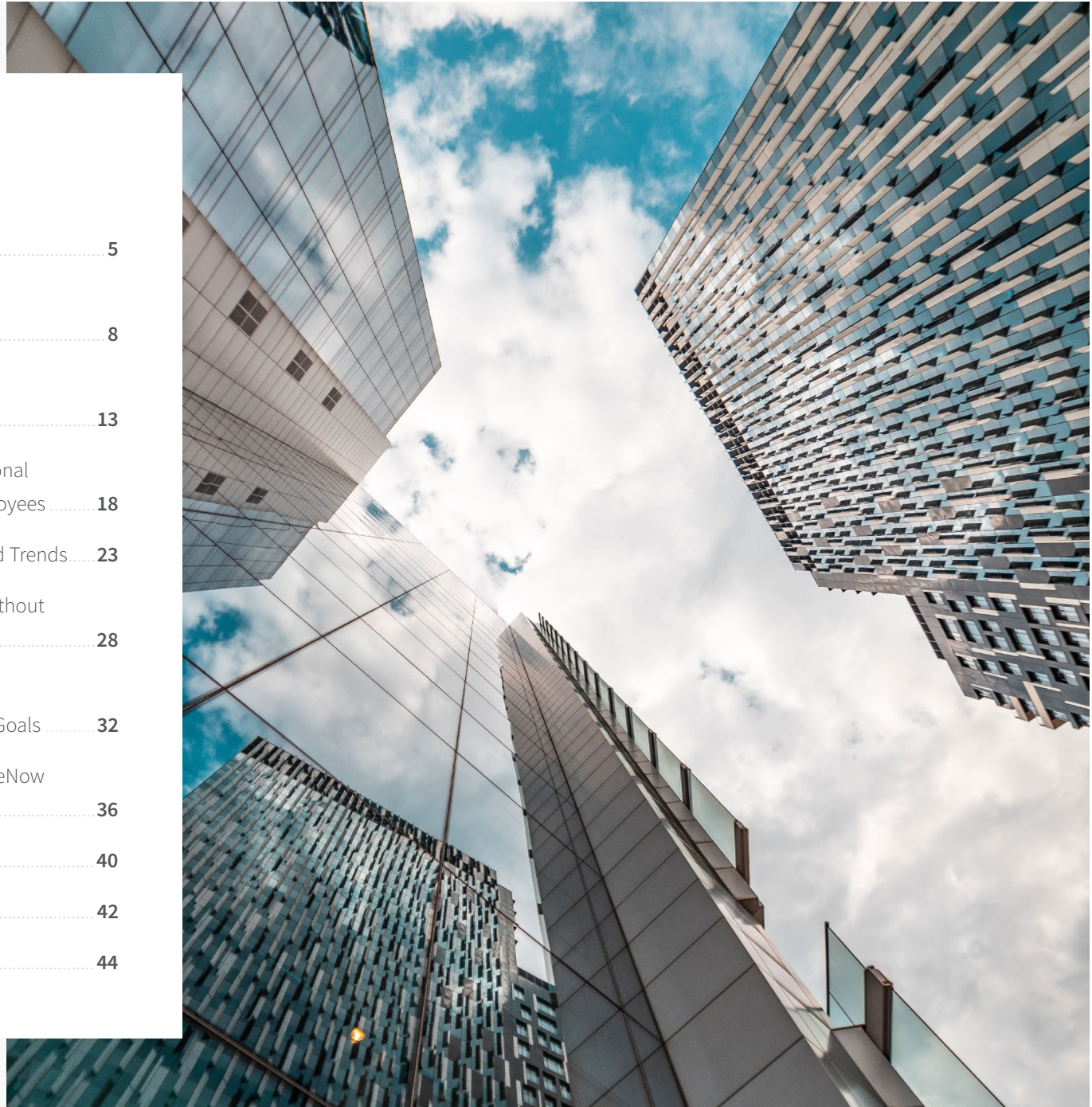
life through your ServiceNow investment and enable you to drive digital transformation that will benefit your company for years to come.

Read this book to dive into the major challenges you and your teammates face and learn how ServiceNow can help you upgrade your processes and drive improvements as you adapt to the ever-evolving needs of the financial services industry. Whether you read this book from cover to cover or jump into any chapter that interests you, you'll be one step closer to supporting lasting change you need to not only stand out in such a competitive market but also provide excellent service to your customers and employees.

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Introduction

CIOs in the financial services industry must prioritize operational resilience above all else. The **COVID-19 pandemic** has proven just how important it is to have the capacity to react to change—however unforeseen it may be—as quickly and efficiently as possible. Plus, as regulatory requirements become stricter, the stakes are higher than ever. Not only could the failure to adapt cause instability within your organization, but it could also shake the entire global financial system.

> Today, uncertainty remains high; identifying vulnerabilities early and addressing them remain a significant priority and challenge for CIOs in financial services everywhere.

While operational resilience and adaptability will be absolutely essential to the success of financial institutions, it won't be easy to ensure. This is especially true as traditional banks compete with fintech developments and face the challenge of continuing to operate despite drastic change and budgetary restrictions.

The most successful financial institutions will prioritize digital transformation.

As the challenges to running a financial institution grow more complicated, digital transformation can help streamline processes and ensure that your employees and customers are well supported. Here are just a few of the reasons why successful financial organizations will and must drive digital transformation.

You can provide customer-centric support more effortlessly.

By simplifying the banking process, you can retain and attract new customers as well as identify and solve their needs. Similarly, you'll be able to enhance your back-end processes to iron out kinks before they affect the customer.

It helps reduce staff turnover and improve the employee experience.

At **nearly 19 percent,** the banking and finance industry has one of the highest turnover rates among all industries. On top of providing incredible customer service, financial institutions will need to empower their employees and ensure they have the support they need to thrive—regardless of their job role or function.

Access automated administrative tasks and customized workflows.

With managerial work out of the way, you and your team will be able to tackle more complex, meaningful tasks that can help drive genuinely powerful change for your organization.

Stay on top of regulatory developments.

Regulations are expected to become more complex moving forward. Digital transformation helps streamline this process and ensures no detail goes unnoticed. For example, ServiceNow provides essential regulatory change management features to proactively track critical changes, reduce manual processes, improve decision-making, and scale as needed.

Driving digital transformation with ServiceNow will be worthwhile, but it won't always be easy. By finding comprehensive support and starting with learning as much about the platform, you can set yourself up for success from the get-go.

Digital transformation includes shared fundamental characteristics.

While digital transformation looks different for every organization, businesses that drive successful change will guarantee these essential values:

Collaborative:

Long-term change requires involvement from every member of the company in some form. Leaders must work with employees to build trust and transparency and make sure they are engaged.

Innovative:

Financial institutions must be able to experiment and learn from the outcomes in order to drive larger change. Without the ability to adapt during the transformation, companies also show that they'll struggle to do so in the long term.

Data-driven:

How will you be able to analyze your success without collecting data? Not only should you harvest and consider data about your customers, but you should also do so with your internal processes.

Continuous:

Your goals aren't accomplished as soon as the technology has been implemented at your organization. Technology will continuously evolve—and so will your processes. You and your team will need to continue learning and evolving.

At the end of the day, digital transformation is strategic; it must be clearly articulated, supported by funding and talent, agile and open. By prioritizing these characteristics and considering best practices, you'll be able to form a powerful strategy that doesn't just take your organization's needs into account but also the entire industry's.

> This book will give every CIO the foundation to drive more meaningful change through ServiceNow.

On top of proving to you and the C-suite just how powerful ServiceNow can be, this book will also show you how to take greater advantage of the platform. Every CIO—and every leader at your organization—can benefit from reading this book. Share it with teammates as they face fears and struggles with adopting change, give people in lower positions the opportunity to learn about the power of digital transformation, and allow the ServiceNow platform to spread its wings and take flight at your organization.

Regardless of the challenges that are bound to arise, ServiceNow can give you the essential foundation needed to support you throughout your journey. We are confident that over time, the platform will offer support that enables you and your team to achieve your goals and find success in your endeavors. Keep reading to dive into the waters of your ServiceNow journey.

PILLAR 1:

Setting High Expectations for Digital Transformation and Updated Workflows

Meet Mark

Mark is the CIO of a large banking enterprise with locations throughout the United States. Not only has he been in the role for several years, but he is also passionate about his work and has excelled in his position. However, expectations about his role in the company have been changing rapidly. When he first joined as CIO at the company, IT took a backseat to business strategy, supporting whatever needs were prioritized by the organization. Now, Mark is expected to take on a significant strategic role, as IT has become the forefront of leaders' minds. Technology has already begun to drive tremendous change in the industry, causing monumental disruption and shifts in infrastructure—not only in general but at his own organization.

With this shift in responsibilities, Mark is faced with the challenge of setting expectations and preparing for the future while continuing to meet mounting customer standards and manage change in the present. Simply cutting inefficiency isn't enough for the company to thrive anymore; the entire staff will need to be open to digital transformation and embracing change in order to succeed. Mark will be in charge of ensuring all of this happens. Put simply, he is overwhelmed and discouraged.

As Mark begins to drive change at the company with updated workflows and new technological solutions, he finds himself rushing through processes in order to maintain a competitive edge in the industry. Without even realizing it, he cuts small corners in a rush to get everything completed. At the end of the quarter, after forgetting to set up measurements for tracking success and ensuring accountability for each team member, Mark finds himself unable to fully measure just how valuable his changes have been to the organization.

88%

of financial institutions **fear that technology is a threat** to their existing business model.

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FORTUNLY RESEARCH

Mark's challenges to succeed despite continuous change and competitive pressure are anything but atypical of the financial services industry.

> As technology becomes the catalyst of change and competitive advantage in the financial services industry, companies will need to become technology-centric and prioritize innovations that influence business strategy.

This is especially true as fintech trends become the norm, forcing established financial institutions to adapt or sink. In fact, **88 percent** of financial institutions fear that technology is a threat to their existing business model.

Financial services organizations must adapt to technology in order to remain competitive within the landscape, boost customer retention, and improve their internal processes—and they can't afford to achieve anything less than excellent results in all areas. This is exactly why it is so essential for companies to define their expectations and goals from the get-go. Let's dive into exactly how you can set these high expectations for digital transformation and workflows at your organization with ServiceNow, allowing you to ensure long-term success.

Your digital transformation should hit every mark—not just cut down on inefficiency.

Before diving straight into digital transformation and implementing new technologies at your organization, it's essential to set expectations for what you'd like to achieve.

Without that foundation, it will be impossible to recognize success and ensure that new solutions do more than simply cut out inefficiency. Because here's the thing: **70 percent** of digitization initiatives fail to meet their goals, and it's usually because organizations fail to scale beyond initial projects. This is why it is so essential to set yourself up for success from the beginning by defining clear, actionable and measurable goals.

However, defining and acting on these goals is no easy feat, especially as institutions face the challenge of adapting in an industry that is continuously disrupted. The great news is that ServiceNow can help you achieve exactly that and more by ensuring every step of the journey is accounted for. By consolidating their operations to a single strategic platform like ServiceNow, financial institutions can unlock the digital resilience they need to not only scale up but also react quickly during difficult times. Not only does it provide endless capabilities for evolution and growth, but it also simplifies complex processes, boosts efficiency and maximizes the customer experience—all in a single, easy-to-view platform.

Redesign workflows with an all-or-nothing approach through ServiceNow.

ServiceNow largely helps financial institutions manage and adapt to change by providing them with seamless workflows and a clear view of successful business processes. With their automation and expertise, driving digital transformation won't take up all of your team's time and energy, allowing you to focus resources on what truly matters: providing an excellent customer experience. Here are a few ways ServiceNow can help you redesign workflows to achieve it all.
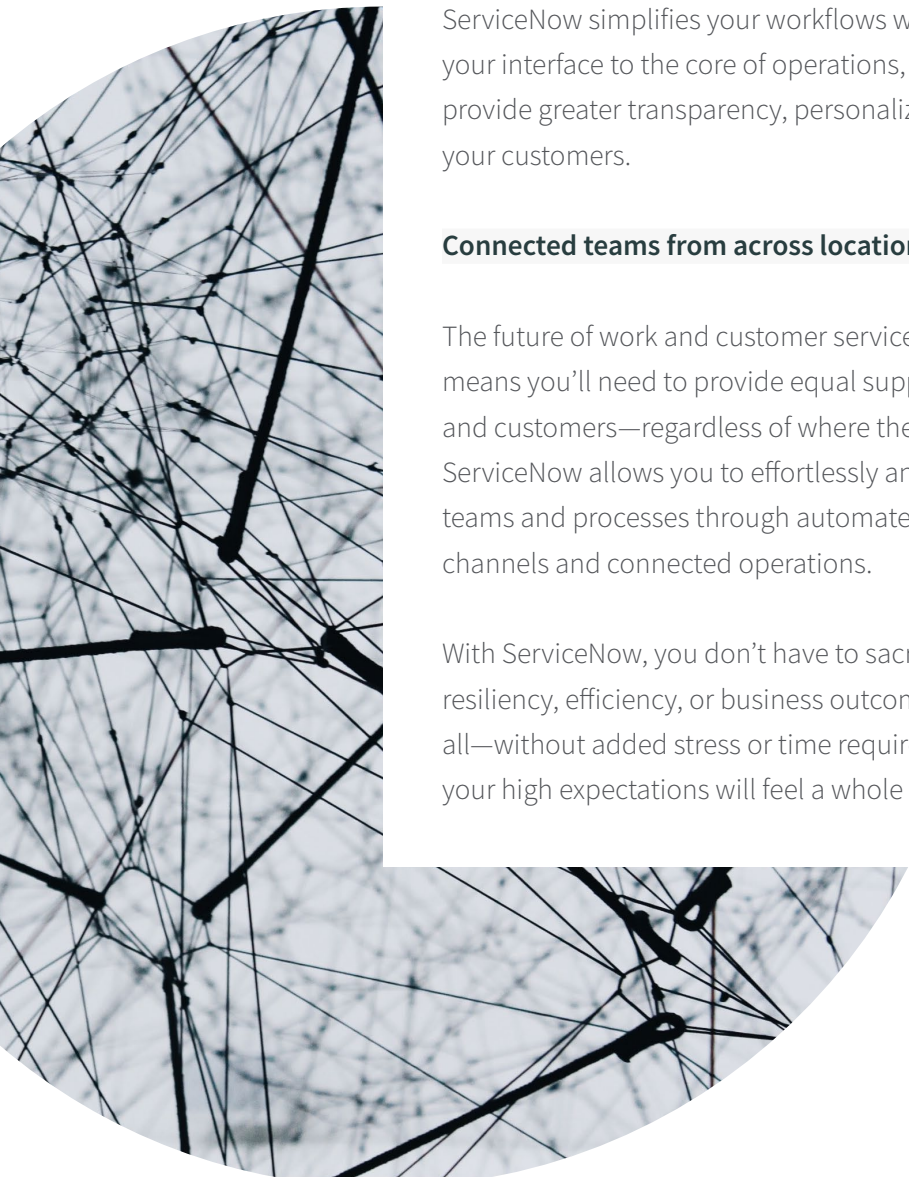
Improved operational resilience with ITSM:

ServiceNow's IT Service Management features work with your workflows to proactively alert employees of issues that may impact their ability to service their clients. No emergency will go unnoticed by your team.

70%
of digitization initiatives fail to meet their goals, and it's usually because organizations fail to scale beyond initial projects.

Enhanced customer experiences with transformed business operations:

ServiceNow simplifies your workflows while reaching beyond your interface to the core of operations, allowing you to provide greater transparency, personalization, and services to your customers.

Connected teams from across locations:

The future of work and customer service is hybrid, which means you'll need to provide equal support to employees—and customers—regardless of where they are located. ServiceNow allows you to effortlessly and efficiently connect teams and processes through automated workflows, digital channels and connected operations.

With ServiceNow, you don't have to sacrifice operational resiliency, efficiency, or business outcomes. You can have it all—without added stress or time requirements. Suddenly, your high expectations will feel a whole lot more attainable.

Establish a baseline, continue to track success, and assign accountability.

At the end of the day, you can invest in all the right solutions and drive significant growth at your organization—but it won't matter unless you have the right data to back it up. As you sit down to consider your long-term goals while driving your digital transformation, remember to also establish a baseline for success. For example, ServiceNow allows you to **easily create a schedule baseline and financial baseline** of any project. Then, make sure to continuously harvest data that showcases how well your changes are performing. That way, you can continuously track success, celebrate wins and update your approach as necessary without losing too much time.

Along those lines, **accountability** should be a major aspect of your digital transformation foundation. Without clear expectations and responsibilities, it can be easy for team members to lose sight of goals or miss important deadlines. While you establish your expectations, be sure to assign each step to a specific team member. Be as specific with responsibilities and tasks as possible, as this will help you avoid future misunderstandings and open the floor for continuous communication.

By ensuring specific guidelines for your baseline and team responsibilities, you'll have more than enough data to prove to the C-suite that your digitization efforts are worthwhile. Not only will this keep you on track for lasting improvements, but it will also help you gain the support of the C-suite as you move towards additional transformation efforts.

> With a high-powered platform like ServiceNow on your side, prioritizing digital transformation won't feel like such a daunting task.

As you dive into redefining your processes, high expectations for your digital transformation and internal workflows will not only help you ensure that everything is running smoothly but also give you the foundation you and your team need to thrive. Read the next chapter of this ebook—"Pillar 2: Aligning Business and Digital Strategies with Optimized Workflows"—to learn more about how ServiceNow can help you elevate your business value and strategic impact as the CIO adopts a more business-centric role in financial services.

PILLAR 2:

Aligning Your Business and Digital Strategies to Prepare for Unexpected Change

Meet Jane

Jane has just been promoted to the CIO position at a financial enterprise based in Florida. She is excited to start her new role with 10 years of experience and extensive training from the previous CIO under her belt. Unlike when she first started with the company, she feels prepared to tackle the responsibilities that have been expected of her: managing staff and developing goals; maintaining an IT budget; managing software development needs; and planning, implementing, and maintaining IT systems and operations. She could not be more excited to dive into the role.

However, soon after Jane starts her position, she realizes that her responsibilities will look a lot different than she was trained to expect. With her rise to the position, the rest of the C-suite is determined to reinvent her job as CIO at the company. The institution is facing significant challenges, such as finding solutions to the consequences of the COVID pandemic and

remaining competitive in the industry. As the C-suite knows, they must transform or sink. And that means honing in on their digital transformation efforts more than ever before. As a result, Jane will need to adapt—and adapt quickly. She will need to take on the role of visionary technology and business leader. Like the financial institution, she will sink if she does not look towards the future and learn to strive for change.

Jane's experience as CIO will become the standard for many financial services organizations as they evolve to compete and survive in a technology-driven landscape. While more than half of CIOs already fill the role of trusted advisor, **less than 10 percent** of them are aligning their digital and business strategies. This means that a significant majority of financial institutions are missing out on an opportunity to elevate their business value and strategic impact.

As CIO at your organization, you have a unique and valuable opportunity to adapt to a new role and improve processes.

You can become an innovator and visionary leader as you guide the rest of the company into a brighter future driven by digital transformation—and ServiceNow can give you the tools you need to do just that. While it may not be easy, it will certainly be worthwhile when you see the benefits of the organization's newfound efficiency. Let's dive into a few ServiceNow-powered tips for adapting to your new position and aligning your business and digital strategies to drive long-term growth and success.

<10%

of financial services CIOs align their digital and business strategies.

Lay the foundation before you dive into new IT strategies.

With so much pressure to transform the IT department practically overnight, it can be easy to slip into creating new strategies and implementing them without laying any groundwork. However, it will be absolutely necessary to come up with a plan so you can ensure that key departments, end-users, and stakeholders are involved and will benefit from your efforts. Remember, your IT strategy will affect every area of your business, its partners and its customers.

Take the time to prepare and consider how relevant changes will affect your entire organization—not just the IT department. Here are three things you can do to help set the stage for the rest of your transformation.

Conduct workshops.

Workshops are a great way to connect with your team and ensure everyone is on the same page. It is also an excellent way to come up with great ideas. You don't have to handle everything alone! Use these workshops as a safe space to learn about, discuss and select key technologies and processes with experts on your team.

Review existing IT and your mission, strategy, and goals.

One of the best ways to determine which direction to take your strategy is to review your current technologies and goals. Identify what works and what needs updating, ask teammates for opinions about your processes and don't be afraid to take a hacksaw to anything that isn't serving your organization.

Adopt an agile approach to your IT strategy.

Perhaps the most important thing to keep in mind while structuring your plan is to remember that nothing needs to be definite. In fact, you should be agile in your approach and remember that the end goal is continuous improvement— not to get everything just right from the beginning.

With IT Business Management from ServiceNow, laying the foundation for an agile and adaptable IT strategy that aligns with business goals can be seamless. The platform offers visibility into all work with project portfolio management, allowing you to easily view and plan roadmaps, investment funding, what-if analyses and more. These essential capabilities allow your team to prepare for uncertainty with greater agility and visibility into project outcomes.

Embody the role of motivator, culture revolutionary, strategist, and inquisitor.

Becoming a CIO that aligns business and digital strategies will require you to transcend the IT side of operations, which means investing in your team and the human side of digital transformation. Without that key piece, you'll be driving change without sight of your end goal: to empower your organization to handle any roadblock thrown its way.

> Beyond your knowledge of technology, you'll need to be able to build close business relationships with leaders across your organization, as this will help you learn from experts and pin down your best practices as you progress.

This is absolutely essential as you transition into a more business-centric role, as it will allow you to verify IT initiatives against business plans. Along those lines, you'll need to learn to bridge the gap between IT and business across the enterprise, which means asking the right questions, empowering business leaders to ask questions and motivating team members to share ideas—regardless of their position or department within the company.

At the end of the day, aligning IT and business interests will come down to building a strong sense of trust, motivation and open communication across departments and teams. As CIO, you have the unique opportunity to embody these traits to help foster a culture that supports growth among all team members and is prepared to handle change.

Make great data, analytics, and success metrics a priority.

Data is at the heart of operational strategy, especially when it comes to aligning your business and IT practices. Being able to analyze and utilize large amounts of data has become essential to enterprise-wide operations, whether it's offering insight into consumer behavior, the success of business and IT operations or staff performance. By making data a priority rather than an afterthought, you can continuously check in with and fine-tune your processes, ensuring that the investments you make are successful. It can even help you encourage a results-driven mindset throughout your team.

However, not all data is great data. There is simply so much data available that it can be overwhelming to sort through—let alone make sense of. This is why it's so important to determine your metrics and KPIs prior to making any drastic changes. Without these measures of success in place, it will be impossible to coordinate and develop value-driven initiatives. Remember, quality is always more important than quantity.

Don't get so caught up in harvesting all the data you might need based on policies that you fail to drive effective data governance through a centralized platform and clear roles.

These tips are essential to aligning processes and driving your business and IT strategy forward. The great news is that ServiceNow offers essential capabilities that will help you ensure all of them through optimized workflows. Wherever your financial institution is on its journey to IT and business success, ServiceNow is equipped with essential tools that can help.

PILLAR 3:

Bridging the Gap Between the Traditional and the Modern While Empowering Your Employees

Meet Larry

Larry has been a CIO for years, and he feels well-prepared to drive significant digital transformation at the financial institution where he works. He knows just how important it is to be able to adapt to technological advancements in today's landscape—regardless of the industry. In preparation, he has set the foundation for change by investing in ServiceNow, creating an adaptable plan, setting success metrics, defining a budget, and involving the rest of the C-suite—and organization—in his efforts.

However, there is one thing that he doesn't expect until it comes up: just how much inconsistency there is among team members as they learn ServiceNow. Many of them have grown used to traditional processes and feel they don't have the training or support needed to adapt to such drastic changes.

They don't see what's wrong with their current system and processes and feel hesitant to change. On the other end of the spectrum, a lot of the team feels particularly excited to use the system. They have quickly learned the new interface and are looking for greater opportunities to engage. This side of the team is ready for continuous change.

Because there is such a drastic divide between members who lack direction and motivation and those who have adapted quickly to ServiceNow, Larry is at a loss for how to provide support without it becoming overbearing for those who have mastered the platform. Once again, he must maintain a difficult balance, this time between the traditional and the modern.

28%

of companies in the warehouse & distribution industry **reported that their e-commerce channel grew by 40% or more in 2020**

PEERLESS RESEARCH GROUP

This challenge is not uncommon in the **financial services industry.** While tech departments at financial institutions may be well equipped to handle the new workload and learn technologies, new platforms can require technical knowledge that all teams may not be familiar with. Similarly, successful digital transformation relies on a company-wide approach.

> Without support from each department, it will be impossible to guarantee lasting change. This is why it's so important for financial institutions to get their team in place.

For many organizations, this means outsourcing another team that can provide them with the expertise they need to thrive. Let's dive into a few more ways you can utilize ServiceNow to ensure that your end-users have the support they need to adapt.

Prioritize the employee experience with consumer-like support.

Many organizations bend over backward to foster the most seamless experience possible for their customers. They offer personalized services, a range of digital solutions, and 24/7 customer support to make their consumers as happy as possible. This can offer organizations a number of benefits, including customer satisfaction and retention. However, the same financial institutions that work so hard to create an excellent consumer experience fail to offer the service to their own employees. The ironic thing is that when employees aren't engaged, they are much less likely to deliver a great customer experience.

According to **Gallup,** an actively disengaged employee can cost their organization **$3,400 for every $10,000 of salary.**

The results of disengaged employees are costly. According to **Gallup,** an actively disengaged employee can cost their organization $3,400 for every $10,000 of salary. That's 34 percent of one employee's salary! On top of that, disengaged workers are more likely to spread negativity to the rest of your team.

Not only are more engaged employees beneficial to your organization as a whole, but they can also help you ensure a stronger, more successful digital transformation. By putting the same effort into improving the employee experience as you invest in the customer experience, you can help make sure that your team is open to the change initiatives you drive. The great news is that many of the strategies you can use to get them more engaged in the workplace can also help you prepare them with the knowledge and support they need to adapt to change. Let's dive into how to use ServiceNow to improve processes and foster an excellent employee experience.

Replace outdated workflows with streamlined processes through ServiceNow.

The great thing about ServiceNow is that it doesn't just improve your customer service: It also provides you with what you need to **create a better experience for your employees.** For example, the ServiceNow employee service center layer is just one technology that can help you support your employees throughout your digital transformation process. This HR technology exists as a help center where employees can go for any question or issue they may have.

Designed as a multidepartmental portal, employees can access a variety of features, including the following:

▶ Curated experiences through the Service Catalog

▶ Targeted campaigns that provide personalized content to employees based on their role and job type

▶ Forums for internal discussions

▶ Seamless integrations with other powerful employee management tools like Microsoft Teams

▶ Easy-to-access analytics with insight into how campaigns are performing

As you introduce your employees to technologies they'll need to learn, remind them that this transformation isn't just about your customers—it will benefit them, too. When things get tough and they're tempted to give in, they'll have the knowledge that what they're working so hard for isn't just for the benefit of the organization but for them and their team as well. With a strong foundation like that, the rest of your efforts will continue to motivate them, not beat them down and leave them unengaged.

Provide support to your employees long after you introduce ServiceNow.

On top of instilling the right energy and motivation at your organization, you'll also need to provide the people across your organization with support in other ways. Most importantly, be sure to enforce an open dialogue throughout the process. Not only should employees be included in decision-making and have the opportunity to share ideas, but they also need to know what's coming, how it will be implemented, what processes will change in their everyday work, how it will affect them, and how they're going to be prepared to handle all of these changes. With the rush in driving digitalization and introducing game-changing technology, it can be easy to focus nearly exclusively on data, systems, and the newest technology; however, none of this will matter without a similar investment in your employees.
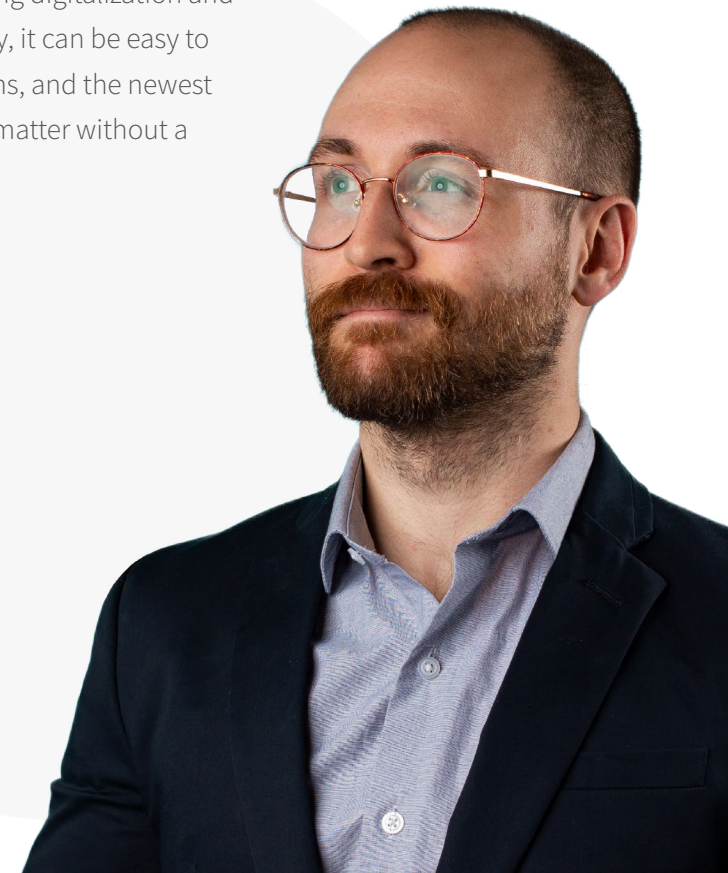
Offering support can come in a variety of forms. As you work through your ServiceNow implementation, consider the following initiatives:

Provide training through multiple media:

On top of in-person training, consider providing employees with digital immersions, simulations, workshops, and mentoring. The best way to learn is through hands-on opportunities, so provide as many of them as possible.

Empower internal staff before hiring:

The financial services industry is known for high turnover rates. One of the best ways to keep employees from leaving is to empower them and offer them opportunities for growth within your organization. As you train current employees on ServiceNow, you'll also have the perfect opportunity to support them in other areas they'd like to explore within the company. It will also show each employee that you care about their professional development and goals.

Continuously address concerns:

Be prepared to answer slews of questions from both your stakeholders and staff. While addressing concerns is important at the beginning of your strategy, it's also significant throughout the rest of the process. Don't forget to check in!

Provide opportunities for a remote workplace: The future of work is hybrid. Even if you aren't already supporting a remote workforce, you'll inevitably need to be able to provide support to employees across locations and time zones. Prepare yourself for the future by initiating these goals now and showing your staff that you're willing to support them— wherever they may be.

Through these efforts and more, you can show employees that your goals aren't just driven by a thirst to succeed or drive additional revenue. The digital transformation is also an opportunity for them to grow, improve and enjoy their work in new ways. By empowering employees and putting their experience on the same level as your customers, you'll be able to shrink the gap between the traditional and the modern, streamlining your digital transformation in significant ways. With the excellent features provided by ServiceNow, helping your employees will be even simpler than expected.
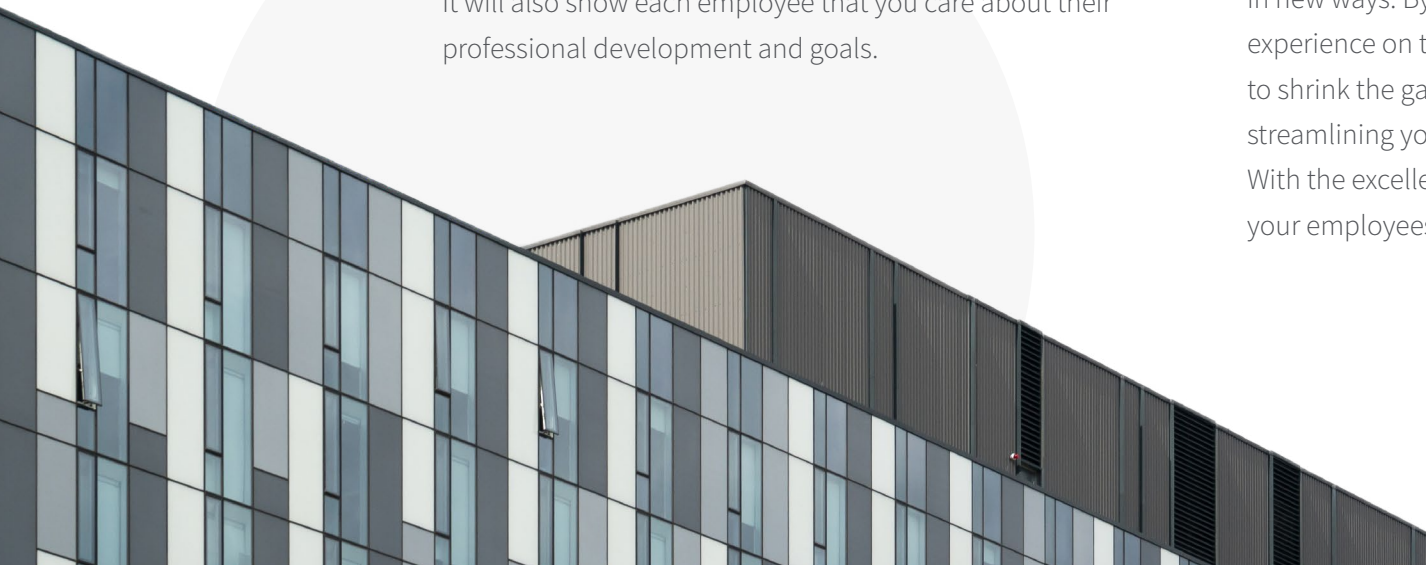
PILLAR 4:

Accounting for Current and Forecasted Trends

Meet Stephanie

Stephanie has been working in IT for a long time. She has worked her way through a few job titles, from IT systems architect to IT director. Now, she's taking on the role of CIO at a bank with locations throughout the United States. She's more than excited about the change, but she's never worked in the financial services industry before. Although she has more than sufficient knowledge about relevant technologies and has experience with driving digital transformation, Stephanie wants to learn as much about the most relevant pain points, trends, and needs in the industry as possible before she starts her position. However, the start date sneaks up on her more quickly than expected, and she finds herself diving straight into the digitalization strategies she's developed for other industries.

At first glance, it works. Disparate teams throughout the organization are working together to brainstorm and develop excellent workflows. New technologies are blending with their traditional processes as seamlessly as forecasted. Stephanie is gathering and monitoring success metrics. From an outside perspective, the IT team seems to be a well-oiled machine accomplishing everything they need to do.

However, the problem comes later, when the rest of the C-suite asks for them to defend the cost of their digital transformation. They ask Stephanie and the IT team, "Why was the digital transformation necessary?" "How specifically has it helped them be more competitive in the financial services industry?" "Why was it so expensive?"

Stephanie defends the digital transformation as well as she can. She explains that fintechs are continuously adopting new digital solutions, and in order to keep up, traditional banks need to as well. She mentions that digital transformation has become the standard for all organizations—regardless of the industry. While she brings up excellent points and examples, the C-suite is left unconvinced and decides to scale down the remaining change initiatives with a lower budget.

Budgetary restraints are only one reason why traditional enterprises in financial services have been slow in the uptake of digital transformation. In 2020, a little over **a third (35 percent) of financial institutions** reported that they were just starting their digital transformation initiatives or not pursuing them at all. Fears about compliance, scalability issues, internal resistance and restrictions from traditional IT systems have restrained many financial institutions and left them either completing digital transformation halfway or not attempting it at all.

For these reasons and more, it is absolutely essential for any CIO to stay up to date on trends in the financial services industry. Regardless of how long you have worked in IT or financial services, there will always be something new to learn or discover about the industry.

> Not only are trends likely to evolve quickly, but staying ahead of them and adapting will be your best bet for driving lasting success and growth with an excellent foundation prepared for operational resilience.

Let's dive into a few current trends in the financial services industry to consider as you create the stable foundation your organization needs to thrive in change.

35% of financial institutions reported they were **just starting their digital transformation initiatives or not pursuing them at all.**

UNBLU 2020

Consider and take advantage of opportunities for greater engagement.

One of the biggest trends reshaping the financial services industry is the widespread availability of digital tools and processes. For instance, more people are opting for mobile or online banking than ever before. According to research completed by Finance Digest, **over 80 percent** of the top 10–15 percent of earners manage their finances through apps. Historically, banks have been expected to provide in-person support across the country. Now, many customers don't require local branches; in fact, **nearly half** of survey respondents reported they would consider banking with a completely branchless digital enterprise. For these reasons, supporting digital transformation in financial services could serve as a significant opportunity to provide better engagement with customers through remote support.

Supporting both local branches and digital spaces while attempting to stay ahead of change is no easy feat—especially with tight budgets and the need to improve customer experiences. The good news is that the availability of excellent systems and tools like ServiceNow can improve backend processes and create better workflows for staff, as well as provide greater opportunities for digital engagement with customers.

Not only are new chances for digitization available to customers, but they are also open to financial institutions—and they should take advantage of them. When processes are as clear and consistent as possible, organizations can prioritize the customer experience and build in regular check-ins to ensure that they're achieving predetermined goals. Adopting powerful digital solutions can help support these initiatives without spreading an organization too thin.

Adapt according to mounting customer expectations.

As we've mentioned, customer expectations are changing, and they are rising quickly and dramatically in response to the development of innovative products and services that have raised the bar for financial institutions everywhere. This is why it is especially important to prioritize banking with purpose and the customer mindset. Customer expectations of **inclusivity and accessibility,** for example, have grown with the shift in awareness toward societal issues. Customers want to support organizations that care about making the world a better place. By communicating their sense of purpose, financial institutions can grow with this expectation rather than being hampered by it.

Similarly, it will become essential for the financial industry to adopt a customer-centric approach. While banks have come to provide a layer of personalization, there is an excellent opportunity for all financial institutions to upgrade their services even further through the use of customer data. By collecting customer data and driving new initiatives, they can begin to arrange every step of the customer journey, leaving them empowered to meet every customer where they need them.

Prioritize initiatives that put the customer first with AI and machine learning.

Another trend in financial services that can help organizations provide better customer support is the availability of **AI and machine learning.** Adopting these technologies can empower financial services organizations to understand their customers more effectively, improve backend operations, and access more reliable fraud detection and security capabilities.

Financial institutions will need to develop an AI strategy to ensure that they are taking full advantage of automation and using it to improve practices in their operations. That way, they'll be able to analyze progress and improve with their investments. With technology continuously changing, staying up to date on its evolution and adapting processes in response could be one of the greatest challenges throughout the year. However, it can also be one of the biggest opportunities for organizations seeking growth and success.

Don't forget to define the human factor in a digital world.

As technology continues to evolve and take the center stage of development, all financial services companies will need to consider the human side of digital transformation. While digitalization in financial services will offer excellent opportunities for growth, institutions will need to **define a symbiotic relationship between talent and technology** that enables end users and sets them up for long-term success. Between hiring the best talent for their organization and continuing to grapple with challenges like security, end-user enablement, and continuous improvement, financial services companies have a lot to consider when it comes to defining this balance.

One of the biggest challenges that financial services organizations must face when it comes to people and technology is recruiting and maintaining the best talent. People everywhere are resigning from their positions and looking for new opportunities in response to the pandemic. Big enterprises are fighting for the best talent from the same pool of people—across all industries. With such high stakes, it's clear that services companies like yours must be able to find the best talent that not only marries the digital and human side of technology but also empowers the rest of the team to do the same. You'll need to offer greater benefits, a strong company culture and unique offerings in order to do it.

It's clear that today, everything is about using the latest technological advancements to improve processes and provide the best customer experience possible. The financial services industry is no exception.

In fact, they face the unique challenge of navigating mounting customer expectations that require consistent engagement—both in person and remotely. These trends reflect an exciting chance to prioritize digital transformation in financial services, helping organizations drive effective change, greater revenue and long-term success.
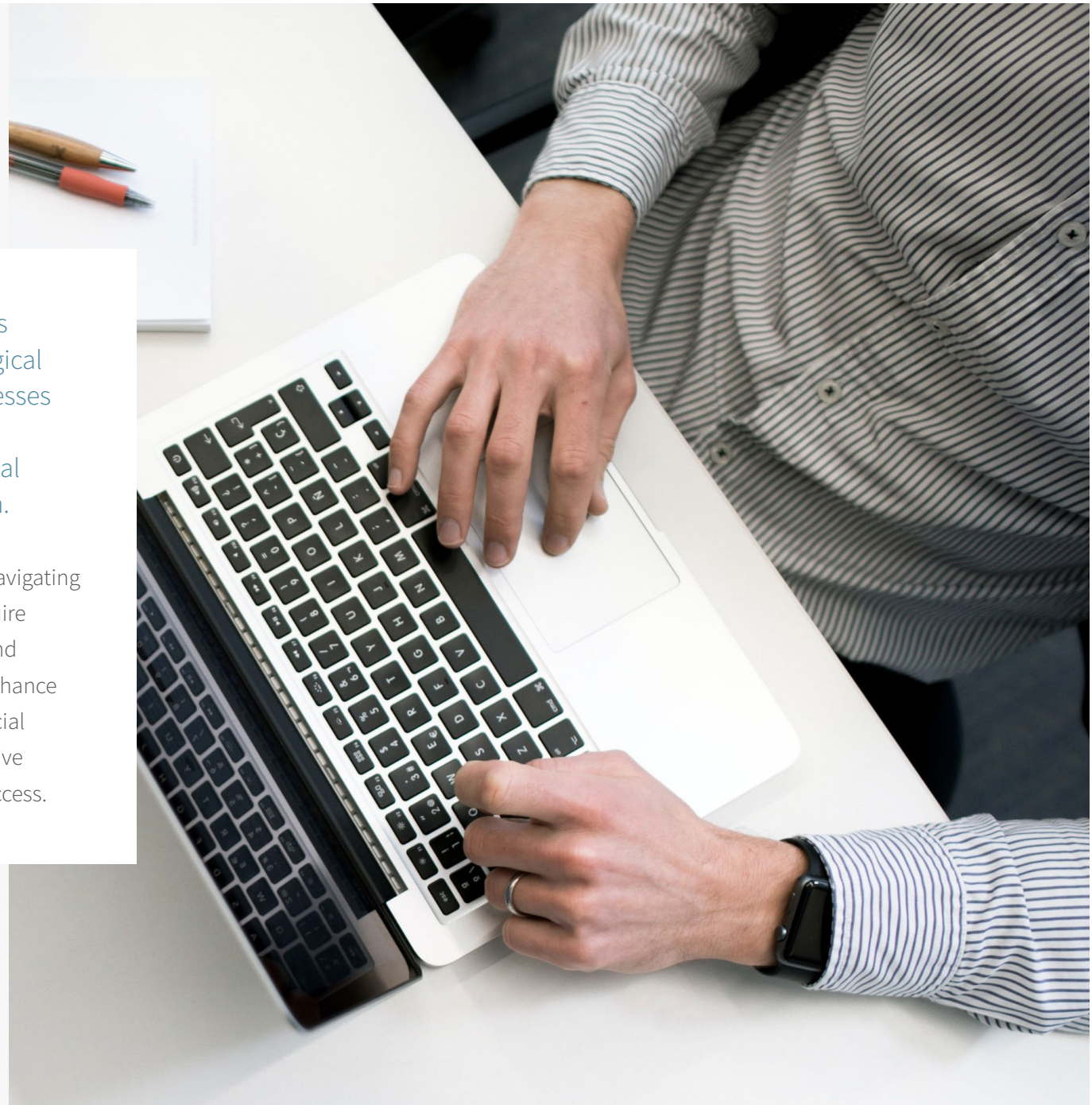
PILLAR 5:

Elevating the Customer Experience Without Sacrificing Compliance, Efficiency, or Security

Meet Paul

Paul has worked as an IT advisor in financial services for nearly a decade. He's worked for banks, fintechs, credit unions and even insurance companies. Now, he's settled down at a long-standing bank that's determined to revolutionize its processes and compete with modern fintechs. With his significant experience in fintech services, Paul feels well qualified to help drive this digital transformation and upend the less efficient workflows at the company. Although he doesn't have the traditional job title of CIO, he has adopted the mindset of one: proactive, strategic and continuously striving to be better.

As he offers support to his team while they transition to more comprehensive use of ServiceNow, Paul struggles to communicate the value of some of the lesser-known modules in the company—especially the features oriented towards customer service. The bank has been well known for its customer service throughout the years. To the C-suite, the

added expense of customer service modules and client-oriented tools seems unnecessary. However, Paul knows that elevating the customer experience through automation and improved workflows will be absolutely critical to their long-term success.

Communicating the value of digital tools and processes has long been a challenge for the financial services industry, particularly when explaining it to executives who don't necessarily understand all technology. However, the customer experience is one area financial institutions just don't want to compromise on. Today's consumers—regardless of the industry—want flexibility and on-demand service. As many as **76 percent** of customers expect an omnichannel experience. Along those lines, 59 percent of them expect on-demand service—anywhere, anytime.

15%

of digital transformation spend
is devoted to **improving the
customer experience**

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SERVICENOW RESEARCH

Not only are customer expectations steadily increasing, but the stakes of insufficiently driving greater service workflows are high. By not ensuring that these efforts are fulfilled without sacrificing compliance, security, or efficiency, any financial institution is bound to fail. Let's explore four significant ways ServiceNow can help you not only upgrade your customer experience but do so while remaining safe, compliant and secure.

Modernize data access and improve operations simultaneously.

Only **15 percent** of digital transformation spend is devoted to improving the customer experience, while 50 percent is invested in improving operations. However, financial institutions don't need to choose between one or the other. With ServiceNow, you can actually do both at once. Investing in your operations helps you improve the customer experience and streamline essential priorities—such as improving customer support through relevant research, servicing the customer at every stage of the life cycle, and creating happier and more successful employees.

ServiceNow provides you with the tools you need by allowing you to fully manage and modernize your databases. As a result, your team can make systems more reliable, secure, and easier to manage. With all relevant information unified under one platform, transforming the way you access data and ensuring operational excellence can be easy.

Additionally, once you have the secure infrastructure you need, you can build upon it to get to the heart of many **retail banks' issues,** such as disconnected customer experiences, inefficient processes and siloed data. With this foundation in place, you can make sure that additional efforts for improving your customer's experience are successful.

Streamline the behind-the-scenes, back-end processes.

Similar to ensuring operational excellence, streamlining your back-end processes and building the most efficient workflows for your team can help you dramatically improve the customer experience. With clear expectations, your entire team will be able to focus on providing the best customer service possible rather than shifting roles or defining every approach. Similarly, they'll feel satisfied with their jobs and therefore more engaged in creating exceptional solutions every step of the way.

According to a **Forrester Total Economic Impact study,** ServiceNow is an excellent option for banking organizations looking to transform their processes and provide better customer outcomes. Not only did observed banking organizations **double their productivity,** but they also saw a $1.6 million increase in revenue due to the improvement in customer renewals. Plus, the self-service options provided by ServiceNow allowed them to conserve their support and deflect 15 percent of support contacts, leading to over $5 million in support savings.

Implementing ServiceNow to improve your back-end processes will make it much easier for customers to work with you. As your workflows behind the scenes become more frictionless, so will your customer journey, and you'll be able to provide every customer with the end-to-end support to keep them returning for more.

Offer customers access to a comprehensive view.

Visibility is absolutely essential to productivity. The more you can see, the better you can identify areas that need improvement as well as make sure everything is going to plan. Similarly, your customers also want visibility into your security—especially because your procedures involve their hard-earned money. In the last two years alone, **over 50 percent** of financial services organizations have experienced a breach in data. With risks like that skyrocketing, it has never been more necessary for you to be able to assure your customers that you'll have workflows in place to identify risks and breaches much earlier through ServiceNow.

If you want your customers to trust you, you'll need to show them why you're trustworthy. Offering a little visibility can allow you to do just that.

ServiceNow doesn't just enable you to track and manage risk through a single platform; it also securely connects across every team and system, empowering you to act proactively. Customers expect you to be able to address their needs at all times. You'll need to do so while keeping their information secure. You can't afford to sacrifice security, speed or responsiveness. If you do, customers will leave and find another option. With ServiceNow, you can accomplish all of these requirements and more to ensure your team always has a comprehensive view and all processes are secure.

Prioritize compliance and security to protect your customers.

Remaining compliant and secure is an absolutely critical aspect of running a financial institution. Issues such as fraud, information security risks, and cybersecurity threats are only becoming more common, and they are just a few examples of problems that can put your customers' information at risk. For example, cyberattacks against banks have increased by **more than 70 percent** in the past four years. Not only are these attacks dangerous to private data, but they are also incredibly expensive. The average cost of a data breach is now $3.92 million, a cost that could easily increase based on damage to business reputation and length of response to threats.

ServiceNow offers streamlined features that ensure all responders can share recent data, integrate databases, automate basic security tasks, collect detailed metrics to track performance, and give priority to every single security incident and vulnerability.

The platform uses a modern approach to responding to security threats that includes the following steps:

Assessment   Mitigation

Notification   Report

Response

This process ensures that no step of your security operations goes unnoticed, providing you with the proof you need to show your customers their information is safe with you.

ServiceNow ensures your customers have an excellent experience from start to finish and everything in between— even the steps they may not be familiar with. The platform empowers you to modernize data access, improve operations, streamline back-end processes, gain a comprehensive view of processes and security and maintain compliance.

PILLAR 6:

Creating a Sustainable IT Financial Management Process that Supports Your End Goals

Meet Hannah

Hannah is relatively new to the IT scene in the financial services industry. While she's worked as a CIO in the past, it was alongside another leader and in the healthcare industry. Now, she needs to not only adapt to managing the CIO role alone but also learning the unique needs and considerations of the industry itself. Among her new responsibilities is the expectation that she'll manage a tight IT budget for the enterprise while continuing to accomplish its digital transformation goals.

As she joins the company, Hannah realizes that they have done little in the past to document their IT budgeting and forecasting. The documentation that they do have is disorganized and difficult to sift through, making it even more challenging for her to act proactively moving forward. She needs the extra support from a powerful platform like

ServiceNow to not only help her bring order to the chaos but also help her stay organized moving forward.

Hannah's need for additional support with overseeing the IT budget at her financial institution is anything but unique. In fact, **72 percent** of IT professionals cite budgeting and identifying cost reductions as their top challenges. Managing an IT budget involves much more than just keeping your spending within certain parameters and cutting costs—especially as a CIO focused on operational resilience. It includes seeking continuous improvement in the price performance of your IT department and driving complete value from your investments. Effectively accomplishing change and ensuring all of this gets done can be a daunting task—one that can quickly grow more **complex and pricey by the day.**

Run your IT department like its own business.

The IT department at your financial institution needs to run like its own business, and that includes developing its own financial strategy. This ensures that you can empower your entire organization to rely on IT's support as though it was another business partner. Your team will be able to run as efficiently as possible. Luckily, you don't have to do it all alone. ServiceNow offers essential capabilities to help you streamline the management of your IT budget and make sure everything runs smoothly. Let's dive into exactly how you can use ServiceNow to empower your IT team to fully manage financials, including everything from investment planning and forecasting to spend optimization, chargebacks and switchbacks.

Prioritize investment planning, IT budgeting, and forecasting first.

Before you can optimize and capitalize on your newly improved IT department's processes and finances, it's essential to start planning and forecasting your investments, goals and needs. ServiceNow enables you to easily connect your goals and strategy to your investments, allowing you to guarantee that every investment you make achieves what you need to accomplish. Plus, with the capability to make **real-time updates to budgets,** ServiceNow helps you adapt should your organization's needs change—always providing you with the tools to realign as necessary.

Additionally, ServiceNow provides a centralized space for you to cooperate easily across disparate departments and integrate all information under a single system. This will help your team track all important information, work together to make essential changes and continually check in and review progress. With everything under one umbrella, following up on progress and next steps doesn't need to be time consuming or challenging. It can be more intuitive and productive and even help you **save hundreds of thousands of dollars.**

ServiceNow also makes it simpler to prove the value of your IT department to the C-suite and other change leaders and expand your budget. Through the single system of digital workflows provided by ServiceNow, your organization can continually check plans and projects, making it easier to not only defend but also ask for greater spend. Similarly, it can help you identify errors such as duplicate spending, budget surprises or missed approvals. By filtering out extra noise from IT budgeting and providing one comprehensive space, ServiceNow provides an excellent solution for organizations searching for IT budgeting tools that will offer ease of use and visibility across departments.

Invest in IT Spend Optimization.

IT Spend Optimization is one of the most powerful projects you can complete with ServiceNow to enhance and manage your IT financials. ServiceNow provides you with reports, featuring insights into your **overall spend and budget,** trends and forecasts on spending, breakdowns of who is spending the most and on what and more. Overall, these tools help you understand where and how you currently spend on resources. Not only does this require end users to formally request standard items—driving costs down—but it also eliminates any wasted effort for requests that are unfunded and prevents your team from spending unnecessary money.

> ServiceNow IT Spend Optimization also offers analytic capabilities that predict order quantities based on seasonality and other influencing factors. This will help guide purchases and simplify the staged inventory process, empowering you to spend your budget on technologies your team genuinely needs.

Along these lines, the software also flags maintenance costs for assets that you no longer need or that aren't in service. Rather than spending money on outdated technologies unnecessarily, your team can use ServiceNow to eliminate the money pit and spend your budget elsewhere.

ServiceNow's IT Spend Optimization provides complete visibility into all aspects of your spending, including a full account of software licenses—even those that have been deleted or stolen. It also provides a three-way match to make sure that your team doesn't pay for items that weren't received or ordered, ties contracts and purchase orders to the IT budget, and overall prevents overspending. To top it all off, the UI is designed to make the process easier and more seamless by responding to repetitive questions so your team doesn't have to.

Remember to Set Up Showbacks, Chargebacks, and Billing of IT.

You know that when it comes to sticking to a budget, holding your team accountable for their resource usage is essential. That's where chargebacks and showbacks can help. An IT chargeback policy involves billing each department for the number of resources they use within a specific period of time. Showbacks, on the other hand, offer visibility into resource usage without charging the IT department for their usage. Whether you want to implement chargebacks or showbacks as a step in your process to implement change and monitor your budget, ServiceNow makes using them easy—so take advantage of them.

For example, ServiceNow inherently contains essential assignment classifications, making the platform more defensible than one-off solutions. These vital capabilities, including drill-downs to activity-based costs and ties to investments and planning give all team members can access comprehensive visibility into application optimization, allowing them to generate a defensible bill in minutes. Because these capabilities mitigate the pressure to do more with less in order to spend less, IT will easily be able to prove their worth and focus on what will bring success—not what will save them money.

In terms of ongoing success, showback and chargeback projects in ServiceNow provide predictive forecasts into future spending through visibility into IT budget overages and future budgeting estimates. This offers invaluable insight into how showbacks may be lagging behind and where solutions can be provided to solve these indicators. Most importantly, these features enable the C-suite to have objective discussions around the IT budget, helping IT get the funding they need to be that essential business partner that the rest of the organization needs.

> At the end of the day, being able to understand, manage, and plan for an IT budget is essential to every financial services organization's success.

With the right **financial tools and excellent support**, you can ensure that you aren't spending significant amounts of money on technology that is outdated, unnecessary, or simply not serving your needs. With ServiceNow, all of this and more is available to your organization, allowing you to empower your IT department and turn them into your very own business partner.

PILLAR 7:

The Foundational Essentials of ServiceNow for Ensuring Operational Resilience

Meet Charles

Charles has just been promoted and is excited to officially be the CIO at the financial institution he's worked at for a couple of years! However, he's completely new to running an entire IT department. He's worked hard to get where he is, and he has some great ideas for how to improve their workflows. And while he felt well-prepared to take over before his supervisor left, now that he's on his own, he's overwhelmed by the sheer number of responsibilities he has to tackle. Not only does he face the challenge of helping the rest of the C-suite remain competitive in a landscape dominated by fintech, but he must also stay on top of ever-mounting data breaches, insider threats and governmental regulations.

Plus, the stakes of missing any of these expectations are high: Failure to comply with regulations or remain on top of changes could result in instability not only within the company but across the entire financial scene. Operational resilience is essential for the IT department at this financial institution—and the responsibility falls squarely on Charles' shoulders. In response, he wants to implement ServiceNow to streamline their operations. This adds another significant responsibility for Charles to master. He works all day to learn the software—even after returning home after a full day at the enterprise.

The financial services industry has had to evolve practically overnight to meet rising customer expectations, provide a connected ecosystem and address the demand for protecting and harnessing data. While financial institutions once hoped to return to pre-pandemic operations, it has quickly become clear that they will need to continue to **prioritize digital strategy** in the long term.

96%

of customers **say customer service is important** to their loyalty to a brand

TECHJURY RESEARCH

At the end of the day, the need for a comprehensive and powerful platform to drive success despite unpredictable change has never been greater.

ServiceNow is designed to empower financial services organizations to do all of that and more. The platform can fundamentally redesign and improve the way a team works and adapts to change, but they'll need to have an excellent foundation to get the best results. Because the platform is so transformative, it requires careful management. However, with the right implementation plan and support, you'll maximize the value of your implementation and avoid roadblocks that could derail your success. Let's dive into a few important areas to prioritize as you create your implementation plan that will ensure long-term success with the platform and beyond.

Align Your Priorities with Forecasted Expectations

As financial services institutions adapt to unprecedented change, it can cause a dramatic shift in job roles and expectations. CIOs in particular face the challenge of keeping one foot in traditional expectations and processes while considering and moving towards the future. If these leaders do not learn to adapt to change and remain ahead of the curve, they'll likely be left behind by fintech and other financial institutions that are quicker to adapt.

As we've explored before, this is why it is so essential to look at current and forecasted trends. While technology leaders have done a great job of ensuring IT efficiency, reliability, security, and cost containment, they must also be agile and future-focused in order to succeed.

So, as you start developing your digital transformation strategy and ServiceNow implementation, don't forget to look outside of your own organization and consider major trends driving the rest of the industry. Driving success and efficiency in your company is great, but it won't mean much if you aren't able to compete outside of it.

Prioritize the Customer Experience Above All

As we've explored, one of the best ways to ensure that you remain competitive in the financial services industry is to create the best customer experience possible. In fact, simply having a customer-centric mindset at your company can drive revenue by **4 to 8 percent** compared to industry standards. Similarly, a whopping 96 percent of customers say customer service is important to their loyalty to a brand. Not only is your customer service important for drawing in and retaining customers, but it can even lead to sustainable growth for years to come.

In a highly-saturated ecosystem, ensuring that your customers always have an amazing experience with your organization is essential to your success; however, it's no easy feat. The great news is that with a high-powered tool like ServiceNow, many facets of customer service can be automated and easily improved upon to drive long-term success. ServiceNow offers essential customer-centric features designed with the banking industry in mind, allowing you to effortlessly streamline your processes—both internally and externally.

The following are just a few of the capabilities that ServiceNow offers financial institutions looking to implement more customer-centric experiences:

Process optimization

Engagement messenger

Workforce optimization

Predictive intelligence

Case management

Advanced work assignment

Playbooks for customer service

By assisting you in prioritizing these tools, ServiceNow will not only help you improve your operations but also ensure an excellent customer experience—every time.

Invest in a ServiceNow Partner for Additional Help

Managing your entire digital transformation is anything but easy. In fact, up to 84 percent of transformation efforts will fail, and 73 percent of companies are not able to provide business value from their digital transformation process. While there are a number of reasons why these efforts may fail, many organizations cannot drive long-term digital transformation because they don't have the support they need to excel.

Investing in a ServiceNow partner can help you ensure all of your investments are not only valuable but also provide the best outcomes possible. The **five ServiceNow partner tiers** are organized to help you find the best organization for your goals and needs. ServiceNow Partner program members demonstrate both their commitment to the platform and their deep experience and expertise. Sometimes, investing in an experienced group of people is exactly what you need to make sure you have a foundation built for success.

These essentials will help you ensure that your efforts are well rewarded as you learn the ServiceNow platform and continue to integrate it into your processes. Best of all, as you keep these priorities at the forefront of your mind, you and your team will be more prepared to handle any unexpected change that comes your way!

Final Thoughts

Operational resilience in the financial services industry requires more than a great strategy and the implementation of an excellent platform like ServiceNow. Most importantly, you'll need to have the right mindset. It requires a long-term, continuous commitment to identifying areas for growth and improvement. It means treating digital transformation as a process—not a one-and-done project. Beyond improving your internal processes and empowering your technology, operational resilience is about helping your organization provide a better customer experience, support staff, and stabilize the industry—regardless of the challenges that arise.

As you begin or continue your journey toward mastery of ServiceNow, remember why you're driving this implementation: to support your people. Whether they're your employees, the rest of the C-suite, or your customers, your digital transformation is for them. Don't leave the human side behind in your efforts to improve technology. The change you've invested in both relies on and benefits them.

Digital transformation is only as successful as your people. Ensure that your staff, C-suite, department leaders, and end users are prepared.

Let's face it: Digital transformation is not easy, even if the technology is. Making sure the entire organization is on the same page for next steps, expectations, and strategy is essential. Not only will it help you provide support as needed, but it could even help you come up with new ideas for success. Your end users will be most dramatically impacted by the implementation of new tools in your organization, so make sure to prepare them to ensure that the change you've invested in lasts.
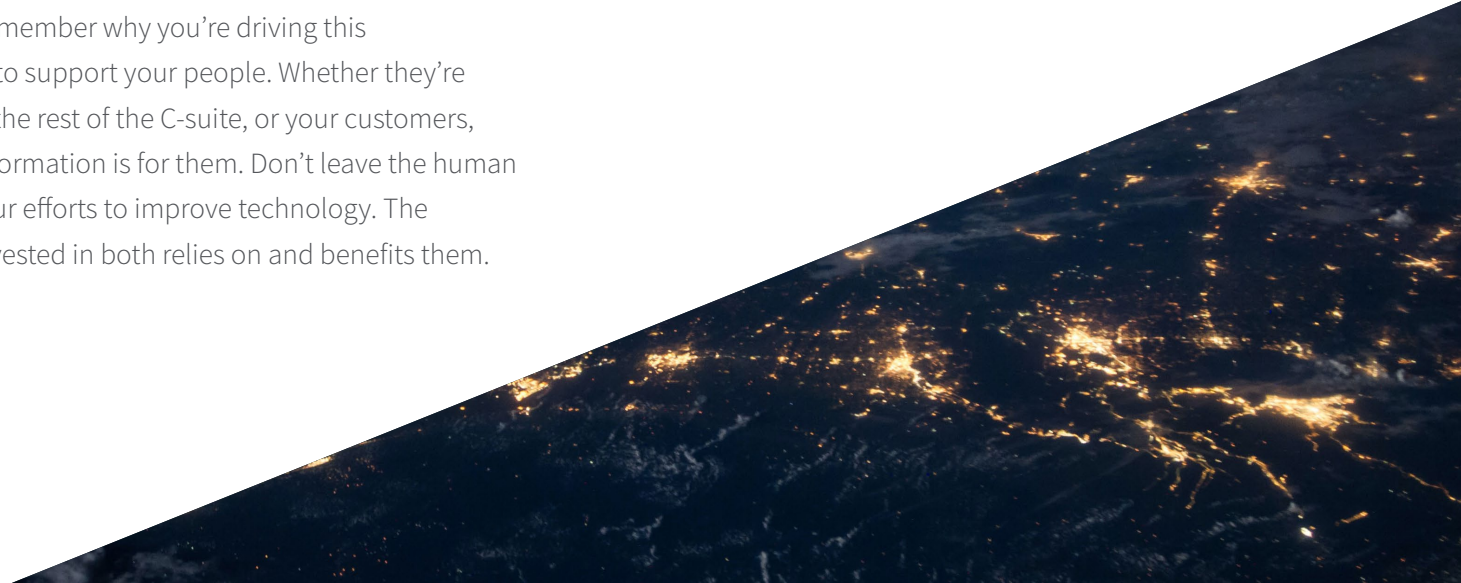
The following are just a few ways you can continue to check in with your team and make sure they have the support they need:

Hold regular check-ins with your team where you evaluate progress, roadblocks, and feedback

Send out anonymous surveys to collect results beyond data

Identify opportunities for automation to streamline workloads

Adapt innovative hiring opportunities to fill needs

Empower internal staff and create a strategy for reskilling and educating your teams

Every team needs to be prepared to take a role in driving your digital transformation— even if they aren't part of the IT department.

Measure success based on your worst end-user experience.

Such significant change is hard—and it can be even harder for individuals in your organization who aren't well versed in technology or equipped with the support they need to thrive. Considering the significant effort, time, and money that has gone into your transformation, it can be particularly overwhelming to make sure it's all worth it.

At the end of the day, if you can provide excellent experiences for your staff and customers in the face of challenge, that will be how you'll know you were successful. Measure your results based on the worst feedback you receive, and you'll make sure you don't settle for anything less than the best you can accomplish.

Afterword

Now is your chance to dive into ServiceNow and its features to enable your organization and team to thrive continuously in the face of change. While the journey may not be easy, it will be worth it—especially if you go into it with the right mindset. When all is said and done, your success isn't based on your ability to guarantee perfection and know exactly what to do from the beginning: It's about pivoting throughout the process and instilling the right positivity and resilience in your team to ensure long-term improvements.

Your digital transformation and ServiceNow implementation are in your hands.

As CIO, it's your responsibility to bridge the gap between the traditional and modern and ensure that your team has the support and drive needed to continue growing, improving, and learning. Because this can be a challenging and ongoing effort, your team may become disengaged or even discouraged in the face of change. It will be up to you to keep them on track. Let's dive into a few tips that can help you remind the C-suite, end users, and department leaders that your efforts are more than worthwhile.

Prove to them that change is good through showing and telling.

ServiceNow can serve as more than backup support if you can learn how to take full advantage of it. It can be easy to forget about long-term goals and change in the face of immediate, emergency situations. By reminding your team why change is good, as well as showing them the results, you can help empower all team members with a positive attitude and encouragement.

Be transparent.

It can be tempting to hide behind your ideas and protect them out of fear of failure or worry that too many opinions will cloud your judgment. However, nothing will be more encouraging for your end users than knowing that you care about how their experience is going. Share data, roadmaps, and strategies with users to give them the big picture and remind them of how valuable they are to your success. Show them that you're doing all of this for them, not just the success of the organization.

Proactively evolve with expectations.

As you become more well-versed in your ServiceNow expertise, you'll also be able to upgrade your processes in new ways. Don't let the technology become stale. By continuously learning more about the platform and evolving with the platform, you can transform nearly every area of your institution.

Despite the challenges you face, this process is an exciting and empowering time for your team. Prioritizing these needs and improvements now means you can help ensure that you'll be more operationally resilient in the future. You'll be able to better support your customers, provide stability to the industry as a whole, and even improve your overall culture and employee success.

Take pride in yourself and your organization for caring to make these improvements. Be proud that you're willing to dive into new workflows to benefit your organization. Remember that it's a good thing to ask for help when you need it. And of course, don't worry so much about the big picture that you forget to celebrate the small wins along the way.

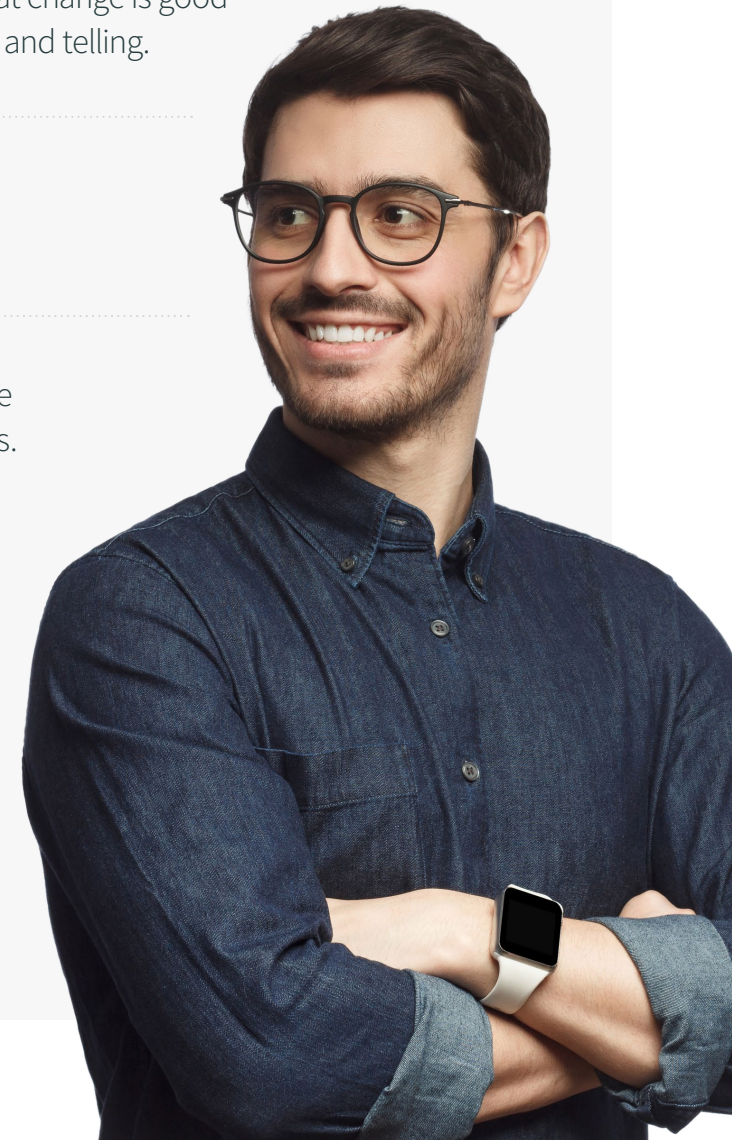Your digital transformation and ServiceNow Implementation are in your hands:

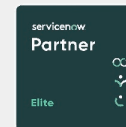**1** Prove to them that change is good through showing and telling.

2 Be transparent.

3 Proactively evolve with expectations.

Crossfuze™
The Workflow Company™

servicenow
Partner
Elite

About Crossfuze

Crossfuze is a global professional and managed services partner with over 20 years of experience delivering superior and long-lasting business outcomes for our clients. We are an industry-recognized ServiceNow Elite Partner and are committed to ensuring your long-term success with ServiceNow.

Unlike other IT consultancies, the Crossfuze combines of people, technology, processes, and customer experiences designed to accelerate digital maturity, with the ServiceNow platform at its core.

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