



Customers are hard to find and harder to keep together

Solution set

Service to the Enterprise: KPMG Customer Service Management

Helps customer-facing organizations benefit from customer management

Take your customer experience to new heights with service management

Companies spend billions creating and placing advertisements that often set up lofty customer expectations. The same organizations spend a fraction on service planning and design leaving customers disappointed and disloyal. It's not enough for organizations to be first to market with the best product or service. They have to consistently and cost effectively exceed customer expectations to remain competitive. According to Forrester's 2016 US Customer Experience Index (CX Index™), 84 percent of brands got "OK" scores or worse from their customers in 2015, a clear sign their customer experience management approach isn't working. With the right customer service model and technology, customer-facing agents can have the power to see what products and services customers use, where they use them and progress of outstanding orders or issues. That's when organizations can achieve service excellence.

Many organizations are turning to service management to improve service quality. As a process information technology departments commonly use, service management can also provide a consistent, scalable, and automated way to improve customer interaction.

ServiceNow® Customer Service Management is a software solution that enables organizations to connect their sales and support functions to provide a holistic customer service experience. The software allows customers to communicate with vendors via multiple channels, and agents can resolve issues, answer questions, and fulfill requests. Many IT departments have already invested in ServiceNow but don't realize the application can easily and naturally extend service management to customer service. The team from KPMG LLP (KPMG) can make that connection.

Improve customer experience and reduce costs

Implementing ServiceNow as a service management tool is an important step, but the tool works only as well as the service strategy. In addition to configuring the software, skilled KPMG professionals focus on helping create the desired customer experience, and creating that experience for the right cost. They use a collaborative, agile approach to unify traditional handoffs between multiple platforms and people into a single platform. The result is a transparent view of the entire customer lifecycle. Service calls that took multiple points of contact can be resolved in one.

The KPMG team brings experience in evaluating and enhancing entire customer service processes to revolutionize the customer experience – from the moment the sale is made all the way through configuration and support. They begin by thoroughly analyzing customer sales and support workflows and processes to create a holistic customer support lifecycle. Next they establish a data model as a design roadmap to connect all sales and support processes, workflows, and systems. Then the system integration begins.

Most importantly, KPMG professionals skilled in organization change management work with organizations to create and implement an employee communication and training program. That way, customer-facing agents can use new workflows and practices to analyze and manage problems, determine root causes, and offer resolutions such as training or documentation to improve the overall customer experience.

If an organization already uses ServiceNow for other functions, the KPMG team can bring together IT and CSM for a faster, more streamlined CSM implementation. That way, IT organizations are able to expand their value, expertise, and the ServiceNow investment across the enterprise.

"Both KPMG and ServiceNow have been instrumental in our customer service management transformation."

– Transformation Executive, leading financial services technology company



Financial services technology company revolutionizes customer service management

Situation: The spark for this global firm was to bring an integrated, robust, and predictable support operating model to its financial institution clients and enhance operations by transforming the underlying ecosystem. Growing through acquisitions brought together heterogeneous processes and platforms.

Solution: The company worked closely with KPMG and ServiceNow to streamline data and workflow for services from individual associates, departments, operating units, and clients onto a single, homogenous platform. Queries now automatically flow from the customer service application to engineering, operations, and IT to reduce time to resolution.

Results: With support from ServiceNow and KPMG dedicated professionals working alongside them to develop a clear business case, strategy and roadmap, and a unified platform, the company is transforming how it manages and delivers 600 products and services to more than 13,000 clients. The result is improved internal and external client experiences, and, according to its leaders, it continues to be a rewarding journey.

The value of KPMG and ServiceNow

Running customer service like a business rather than a back-office function takes a combination of process, technology and people. Selecting software is easy. Implementing it in a way that also changes the way people work to benefit the enterprise long-term is transformational. The KPMG team has deployed ServiceNow in 32 countries and believes

ServiceNow is the technology piece that brings together all of the parts an owner needs to run a business – from finance to accountability and CSM to security. And KPMG team members help synchronize the people and process with technology to support organization objectives. When these are in harmony, businesses are more equipped to be innovative and grow. Now that's revolutionary.

KPMG's capabilities

The 350 people in KPMG's Customer Solutions practice know customer service organizations and their operations. They combine skill in designing and delivering customer experiences with knowledge from implementing a multitude of customer sales and service systems. This team has assisted organizations with as many as 115 million customers and 12,500 agents on multiple continents. They use a holistic approach that focuses on four areas: eliminating unnecessary work, enhancing the self-service experience, boosting workforce effectiveness, and sourcing services more strategically. The result can be a transformed customer service function. KPMG has a well-established history in driving business value and improving service management capabilities. The firm's teams combine a deep knowledge of service management and ServiceNow with critical technology, finance, tax, risk, and organizational change management skills. KPMG professionals communicate technology value in language the business understands to help organizations use data from ServiceNow to make better decisions about their business operations and technology portfolio.

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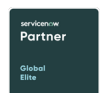
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