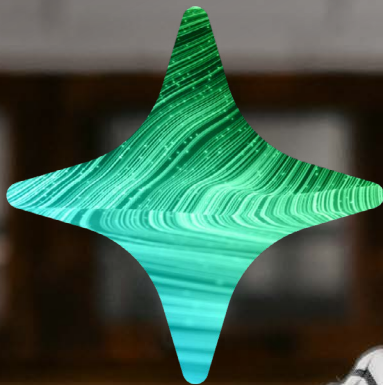servicenow.

3 WAYS TO OPTIMIZE THE LEAD-TO-CASH CYCLE AND INCREASE REVENUE

See how to manage complexity, bridge silos, and elevate the customer experience with AI

Contents

Simplifying the customer experience to grow the business

The customer experience—good or bad—is a near-direct reflection of the quality of an organization's lead-to-cash processes. The more integrated an organization's processes are, the more cohesive and positive the customer experience will be across the buyer lifecycle. But managing these processes often requires multiple business applications or services—10 or more, according to Gartner.[1] Trying to orchestrate these applications to effectively nurture interest, configure quotes, capture and fulfill orders, process invoices and payment, and provide post-sale support and renewal (among many other operations) can be daunting and costly.

Companies that try to solve their lead-to-cash challenges with more point solutions, data integration, and online portals or apps must deal with complexity, siloed departments, and disconnected customer experiences. This results in longer lead-to-cash cycles, decreased productivity, and unhappy customers. The key to addressing these challenges isn't to replace legacy systems of record or best-of-breed solutions; it's finding a solution that spans the full lead-to-cash cycle.

[1] Gartner: Planning Your Composable Approach to Order-to- Cash in Service-Centric Enterprises

[2] McKinsey & Company, How quote-to-cash excellence can fuel growth for B2B subscription businesses

[3] Gartner: Planning Your Composable Approach to Order-to- Cash in Service-Centric Enterprises

What the analysts are saying:

- **McKinsey:** "Complexity in quote-to-cash is associated with slower sales motion, poor customer experience and ultimately decreased ability to grow."[2]

- **Gartner:** "Without an effective O2C approach that provides visibility and integration throughout the entire end-to-end business process, the organization will not achieve its full potential."[3]

Optimizing the lead-to-cash cycle

ServiceNow workflows connect people, functions, and systems across the organization, so your customers have a seamless experience across their buying and service journey. You can deliver a platform-based approach to the lead-to-cash process with one system of action built on a single data model and architecture.

Take advantage of AI-driven automation and visibility across the lead-to-cash lifecycle, as well as applications for managing sales and orders, customer service, field service, and project portfolios. Integrated with your existing lead-to-cash ecosystem, these applications give your customers the cohesive experience they deserve while driving more efficiency and revenue for the business.

Expected outcomes from integrated and unified lead-to-cash management

50% faster fulfillment of customer orders

86% reduction in order fallout rate

39x increase in service request volume, without increasing headcount

10% growth rate in service adoption

Sources:
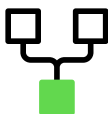Acronym customer story
Ngena customer story
KPN customer story

This guide will explore three approaches for optimizing the lead-to-cash cycle and increasing revenue:

Manage complex product and service offerings

Quickly launch products and services, deliver them faster, and cut costs.

Connect front, middle, and back-office systems

Use a single platform to drive revenue, reduce manual effort, and gain end-to-end visibility.

Deliver a cohesive, personalized customer journey

Let customers engage with less effort and more transparency via their preferred channels.

APPROACH #1

Manage complex offerings

With sales and order management on a single platform, your organization can unite disconnected catalogs that slow order fulfillment. Take advantage of a flexible offer configurator, unified commercial and technical catalogs, and workflow capabilities to quickly set up catalogs that support different lines of business. Then you can use workflows that translate quotes directly to orders and how they're fulfilled and serviced. You no longer have to deal with black boxes. Reap these benefits:

- **Speed time to market by launching commercial offers quickly and easily,** including physical goods, non-tangible services, and add-ons like warranties and entitlements.

- **Manage multiple pricing types and methods with ease** using automated price calculations during offer configuration to reduce both manual work and human errors.

- **Surface the right product offering for unique customer requirements** and reduce the effort needed for salespeople to manage opportunities, quotes, and orders.

- **Streamline configuration of quotes and orders to** increase order velocity and reduce the risk of incorrect quotes and prices.

- **Translate commercial orders automatically for fulfillment** with a technical product catalog to reduce cycle time and errors resulting from manual processes.

- **Create digital workflows to orchestrate order tasks and distributed order fulfillment** to minimize order fallouts, improve on-time in-full (OTIF) rates and meet SLAs.

COMPLEXITY, MANAGED

KPN redefines customer service through streamlined order management

Using ServiceNow to implement a unified approach to end-to-end solution delivery–rather than product-driven delivery–marks an important achievement for KPN in its mission to digitalize service experience for its customers. With every service provided by KPN now captured, access to the solution as a whole is quicker and easier, thereby making service delivery more efficient and the customer experience smoother.

→ Learn More

"It's important to be fully catalog-driven; it's central to being a digital service provider. The end-to-end catalog captures the commercial, functional, and technical aspects of every KPN service."

Joris Scharpff
IT Architect Order & Delivery, KPN

<1 min instead of several days to orchestrate complex service order processes

0 custom order tables cut from 15 to streamline order management

<1% order fallout rate, down from 7%

APPROACH #2

Connect front, middle, and back-office systems

With digital workflows, your teams can seamlessly move from opportunity to quote, contract, order, fulfillment, work order, project, service, and renewal. Employees, managers, and executives have complete visibility of lead-to-cash processes. Your customers also gain an omnichannel view of their lead-to-cash data related to quotes, contracts, orders, shipments, invoices, and service cases. Reap these benefits:

- **Manage the opportunity lifecycle and surface relevant product offers with needs analyses,** then automatically create quotes from opportunities for increased efficiency of sales professionals.

- **Accelerate the quote process and increase accuracy** with catalog-driven pricing, quote generation, and quote versioning—all automated, minimizing the need for system integration.

- **Ingest orders from external systems with an API,** then decompose and enrich orders as well as orchestrate multiple offer types—all driven by a catalog.

- **Automate the breakdown and fulfillment of product, service, and resource orders,** then track fulfillment by assigning tasks; this allows you to reduce order cycle time and expedite cash collection.

- **Deliver order-to-work orders and order-to-project workflows** to effectively manage complex product installations and give customers visibility into project details.

- **Extend automation with low-code tools for creating applications** that speed up order-to-cash sub-processes to increase revenue and reduce costs.

- **Use AI to ingest documents such as orders, invoices and payments,** then populate data automatically to drive zero-touch workflows—reducing errors and increasing revenue.

BUSINESS TRANSFORMATION

BT builds trust with millions of customers

BT Group, comprised of 1,000 multinationals located in more than 180 countries, needed to build trust at scale for its people and more than one million customers. The Now Platform has been transformational for the company, significantly improving task automation and self-service, predicting and preventing outages, cutting resolution times, and improving customer service productivity and outcomes.

→ Learn More

"While everyone has been talking about GenAI, we've been putting it to work for our people and our customers. We've been able to move fast because it's built right into the ServiceNow platform."

Alex Bell
Business Service CIO, BT Business

125   service management platforms integrated on 1 unified platform

1   minute average case resolution time, down from 4.7 hours

55%   reduction in time spent on paperwork for complex cases

APPROACH #3

Deliver a cohesive customer journey

Rapidly respond to common post-sale service requests for product and service changes and entitlement updates, with integrated tools for opportunity, quote and order management. Say goodbye to swivel-chair operations or email-driven workflows. Your customers can also leverage omnichannel self-service and advance alerts to keep them apprised of status for quotes, contracts, orders, invoices, and cases. If your customers need help anywhere across the lead-to-cash cycle, they can submit requests that are routed automatically to the correct team, which no longer has to do triage through unstructured email boxes. Reap these benefits:

- **Automate the commercial move, add, change and disconnect (MACD) of sold products,** and support product and service offerings like bundles, subscriptions, contracts, and entitlements.

- **Create customer contracts and entitlements automatically from quotes and orders** after importing them from third-party systems.

- **Enable cross-sell and up-sell during support processes** and automate the offer-to-customer-contract process.

- **Give customers visibility into their entitlement orders,** and support multiple service offering types.

- **Provide a portal to deliver lead-to-cash data** as well as enable easy communication.

- **Use GenAI to rapidly answer questions from customers** or help them submit requests.

- **Let a virtual agent handle routine customer requests** for information to free up sales and service staff.

- **Deliver pre-emptive status alerts** to reduce inbound call and email volumes.

COHESIVENESS, DELIVERED

LUMEN®

Lumen builds first-of-its-kind digital marketplace

Lumen wanted to boost sales through the launch of new revenue streams. It saw the opportunity to create the first Secure Access Service Edge (SASE) solution, helping to address customers' remote access and cybersecurity challenges. Lumen's self-service SASE Marketplace provides the simplicity, efficiency, and accuracy that Lumen's customers are seeking, while saving time and cutting costs.

→ Learn More

"With ServiceNow's support, we've created a platform blueprint that we can rapidly replicate and scale."

Gary Sidhu
VP Platform Applications, SASE, Lumen

3 months from concept to launch

75% faster fulfillment time for SASE

$3M in new revenue in first six months

Extend automation everywhere

Lead-to-cash workflows from ServiceNow can move mountains of automation, driving revenue and elevating the customer experience while boosting efficiency across the enterprise. But chances are, you also have unique manual workflows and islands of complex technology that won't be covered by our packaged solutions.

Intelligent automation from ServiceNow is made up of low-code tools and connectors to help you blaze the trails of automation between the mountains and ascend to the highest peaks. You will have the end-to-end automation you need to quickly create custom apps and unify disparate systems. And that means faster innovation and reduced costs for your organization. You can take advantage of this technology to:

- ✓ Optimize manual or legacy processes to deliver extraordinary customer experiences.
- ✓ Uncover new automation opportunities and gain full visibility into operational health.
- ✓ Connect any system, data, or document to ServiceNow workflows.
- ✓ Expand your pool of AI-enabled developer talent to rapidly build low-code apps.
- ✓ Increase the productivity of your most skilled developers with the power of GenAI.
- ✓ Apply enterprise standards to govern app quality and data security.

Turn to ServiceNow to respond faster to changing business needs in lead-to-cash management. Use a single automation platform that connects people, processes, and systems to both packaged and custom digital workflows.

→ **Learn More**

5x more automation is enabled by market leaders vs. their counterparts.

Bain & Company, A New Dawn for Automation

Expected outcomes from extending automation in the enterprise

20% increase in revenue and pipeline

15 legacy apps consolidated onto one platform

40% drop in manual transaction processing

4X faster delivery of apps

Source: ServiceNow customer results from case studies

Get even more value from service operations with the help of a ServiceNow partner.

Driving operational excellence for superior customer service

ServiceNow empowers you to manage complexity; connect front, middle, and back offices; and unify the customer journey across every step of the lead-to-cash lifecycle while enabling visibility. You're empowered to accelerate lead-to-cash, reduce the total cost of ownership, and increase revenue, ultimately driving operational excellence and delivering a superior customer experience.
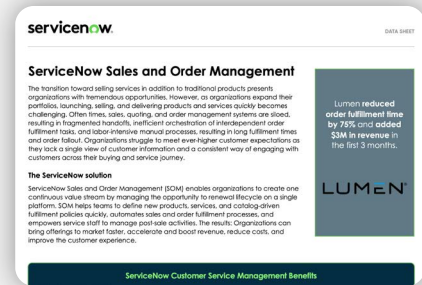

Completes and extends existing investments

| Marketing automation | SFA | CPQ | Contracts | OMS | ERP | Warehouse/ transportation | Invoice-to-cash | Spreadsheets | Custom and partner solutions |

→ **Learn More**

For more information on the ServiceNow lead-to-cash management solution, we recommend these resources:

ServiceNow Sales and Order Management

See how your organization can create one continuous value stream by managing the opportunity to renewal lifecycle on a single platform.

Get Data Sheet

A modern approach to order management

Discover why ServiceNow is the connective tissue between knowing what the customer wants and assuring what they order—bringing together the old worlds of BSS, OSS, and the network to transform the service experience.
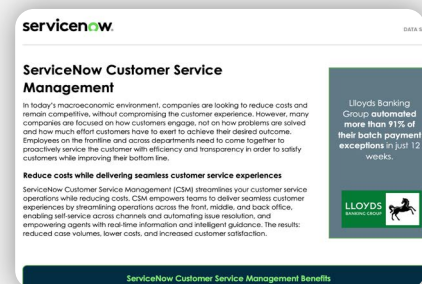
Get Ebook

ServiceNow Customer Service Management

Learn how you can streamline your customer service operations, reduce case volumes, lower costs, and increase customer satisfaction with one solution

Get Data Sheet

servicenow.

About ServiceNow

ServiceNow (NYSE: NOW) makes the world work better for everyone. Our cloud-based platform and solutions help digitize and unify organizations so that they can find smarter, faster, better ways to make work flow. So employees and customers can be more connected, more innovative, and more agile. And we can all create the future we imagine. The world works with ServiceNow™. For more information, visit www.servicenow.com.