

Think BIG

**Unlock CX excellence:
The power of lead-to-cash
innovation**

**3 approaches to chart a unified customer journey to fuel
CX transformation**



Our Think Big series of ebooks highlights critical issues of the day and offers key insights and recommendations from ServiceNow.

INTRODUCTION

In today's rapidly changing business landscape, customer expectations are soaring. To stand out and build loyalty, organizations need to invest wisely in talent and technology to enhance their customer experience (CX). So, how can you ensure your company is proactively addressing its CX strategy—especially in lead-to-cash processes?

FEATURED INSIGHTS

Today's top CX trends and disruptions	3
Seamlessly connect your lead-to-cash process and system	4
Simplifying CX helps grow the business	6
Closing: Embrace a brighter future with lead-to-cash	8



Top CX trends and disruptions: How to adapt in today's changing world

Without a platform-based approach, CX comprises a mix of point solutions that cramp a cohesive experience. To thrive, organizations must adopt a platform that delivers streamlined experiences on any channel, while automating support workflows with AI-powered capabilities. In doing so, organizations can not only attract new customers but grow with ever-pivotal customer retention, too.

How CX leaders can solve growing challenges with digital platforms and AI:

- Alleviate talent challenges by turning to workforce optimization solutions
- Tackle labor shortages by boosting onboarding and training for better outcomes
- Speed up cloud migration by investing in scalable enterprise platforms to accelerate transformation while saving money
- Improve agents' productivity with generative AI and refine work order processes for field technicians

Ultimately, each industry's unique needs can't be solved by a one-size-fits-all CX platform: Organizations need modern solutions for their specific challenges, opportunities, and expectations.

Read on to dive deeper into how valuable lead-to-cash and order processing can be to the foundation of an effective CX transformation strategy.



Unlock CX efficiency: Seamlessly connect your lead-to-cash process

The typical buyer's journey seems simple, starting with an interest in a product or service. Then, the buyer weighs options to find the right fit, decides to make a purchase, and hopefully becomes a loyal, valuable customer. But CX leaders know what's behind the scenes making all of that happen: an organization's lead-to-cash process.

Unify your lead-to-cash cycle to simplify work and delight customers

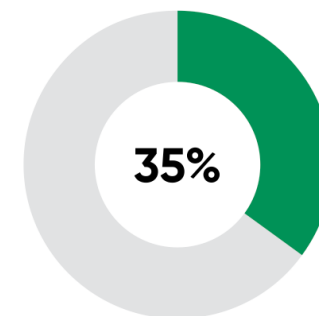
The more well connected an organization's lead-to-cash process, the more robust its CX will be across the lifecycle. Yet managing these processes often requires multiple business applications or services—10 or more, according to Gartner.¹

This complex lead-to-cash path often spans many software solutions, too, and leaves organizations with various challenges, including:

- **Complicated offerings:** Variability of products and services spurs a need for multiple workflows to manage processes, which drives up costs.
- **Siloed departments and systems:** Several separate systems often support the lead-to-cash lifecycle, each solving a specific department's needs but lacking cohesion.
- **High customer expectations:** Customers expect personalization, convenience, and consistency—at all points in the process.



Leaders say order processing delays customer issue resolution



Order processing is one of the top three internal functions that delay customer issue resolution, according to leaders

Source: ServiceNow, [Customer experience \(CX\) trends: Customer service insights in the GenAI era, 2023](#)

Simplifying CX operations helps grow the business

Companies that fail to invest in a holistic, platform-based CX approach risk paying a high price tomorrow—and beyond. An organization may continue solving CX issues individually with disjointed technology such as point solutions, data integration, and online portals or apps, but then it must deal with complexity, siloed departments, and disconnected customer experiences. The result is longer lead-to-cash cycles, decreased productivity, and unhappy customers.

Addressing these challenges isn't just about swapping legacy systems of record or best-of-breed solutions. Instead, it comes down to discovering a solution that can span the full lead-to-cash cycle. This ebook can help you optimize the lead-to-cash cycle, boost CX, and increase revenue with three approaches:

1. **Manage complex product and service offerings**
2. **Eliminate silos and streamline lead-to-cash workflows**
3. **Engage customers with a cohesive digital journey**

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Without an effective order-to-cash approach that provides visibility and integration throughout the entire end-to-end business process, the organization will not achieve its full potential.”

Source: Gartner, Planning Your Composable Approach to Order-to-Cash in Service-Centric Enterprises, February 4, 2022



APPROACH 1

Manage complex product and service offerings

With different combinations of products, services, pricing, and discounts all contributing to generate a quote, customer offers can get complicated. To address the high variability of products and services, many organizations implement a configure, price, quote (CPQ) solution. CPQ can simplify the process, and it's an important first step—but it's an incomplete one.

Once a quote is approved and becomes an order, fulfillment requires a separate order management (OM) solution. Then, the intricate order is separated into what's fulfilled, delivered, and installed. Translating from quote to order to fulfillment is a slow, manual, and error-prone process that requires time-consuming custom coding to automate workflows.

CPQ and OM systems simply can't account for variations by customer segment and product. If a business unit (BU) wants to adopt the company-selected CPQ solution, the BU needs a systems integrator, a big budget, and lots of customization time to meet its unique requirements. But organizations often don't realize these limitations until after they've purchased a solution, and they end up spending even more on customization and can't get to market on time when launching new products and services.

Let's face it: Point solutions result in high integration costs, high customization costs, and low agility to meet market demands. Product and service complexity occurs across the lead-to-cash lifecycle—not just during configuration or quoting. Organizations must enable downstream workflows for order fulfillment and customer support while reducing operational costs.



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Point solutions will give way to platforms, enabling organizations to reimagine customer engagement in an AI-first world.”

Brian Solis

Head of Global Innovation, ServiceNow

APPROACH 2

Eliminate silos and streamline lead-to-cash workflows

Disparate solutions support separate teams instead of uniting them. Front-office teams typically use customer relationship management, CPQ, and customer service systems; OM systems help the middle office; and systems such as billing and enterprise resource planning (ERP) focus on back-office teams. Organizations typically invest in integration efforts only where the biggest bottlenecks are.

A quick-fix solution could customize front-office applications to surface middle- and back-office data to try to provide a single view without being fully integrated. For example, a company may wish to display order status and invoice status on a customer service desktop. But common ERP systems of record are difficult to integrate to the front office.

Unify cross-departmental processes for sales success

Without sales force automation (SFA) linked to customer service or CPQ, tracking renewal pursuits is harder. Integrating SFA or CPQ capabilities into the customer service side through this kind of customization becomes clunky and can only solve one issue at a time. In addition, integration technologies only transfer data from one place to another.

On top of driving costs, these quick-fix connections don't solve workflow challenges across lead to cash. Workflows must be platform- and model-based, not code-based. Without workflows, organizations manage processes using spreadsheets and email, resulting in long order-fulfillment times, increased error rates, slower cash collection, and unhappy customers.

The answer is simple: Bridge departmental silos. Organizations must improve visibility across the lead-to-cash process or risk falling behind. They can do this by reducing two factors: (1) manual effort across the lead-to-cash lifecycle and (2) custom coding and integrations between disparate solutions.



APPROACH 3

Engage customers with a cohesive digital journey

Portals or apps can enable customers to digitally transact, check status, or find help—all self-service options that customers are used to. The problem is, portals typically focus on order placement and don't span across the lead-to-cash lifecycle, making more work for the customer.

Allowing customers to place orders, check order status, and find help has become nearly ubiquitous for B2C products. For organizations supporting B2B buyers—including dealers, distributors, and partners—the challenges are greater. Solutions target order placement but often can't provide visibility into data from CPQ, contract, OM, or ERP systems.

There's only one solution: Deliver a cohesive journey. Organizations need to empower customers to engage throughout the process with less effort and using their preferred channels. Ordering experiences should be personalized, interactions should be convenient, and customers should get greater visibility into their data—quotes, contracts, orders, projects, invoices, cases—with consistent self-service anywhere in the cycle.

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39% of B2B buyers would like self-serve options"

Source: Statista, [Global B2B vendors preferred self-serve methods with other B2B companies 2020](#), October 20, 2021



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

50%

faster fulfillment of customer orders

<1%

order fall-out rate down from 7%

39x

Increase in service request volume, without increasing head count

10x

growth rate in service adoption in the first 3 months

Source: ServiceNow customer stories for [Acronym](#), [ngena](#), and [KPN](#)

It's time to embrace a brighter future with lead-to-cash solutions

Optimizing your lead-to-cash cycle has never been more important or easier.

The customer experience—whether good or bad—is a near-direct reflection of the quality of an organization's lead-to-cash processes. Organizations that neglect to unify their CX strategy with a platform-based approach will face longer lead-to-cash cycles, decreased productivity, and unhappy customers.

Empower your business to accelerate lead-to-cash, reduce the total cost of ownership, and increase revenue, ultimately driving operational excellence and delivering a superior customer experience.

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Intelligent platforms that deliver out-of-the-box integrations, turnkey use cases, and the ability to innovate with low code/no code will win the day.”

Sheri Kahn

VP, Marketing, Customer and Employee Workflows, ServiceNow

Learn more about how to drive operational excellence for superior customer service in this ebook:

[3 ways to optimize the lead-to-cash cycle and increase revenue](#)



Discover more CX resources:

3 ways to optimize the lead-to-cash cycle and increase revenue

Are you ready to transform your CX organization with a unified lead-to-cash solution? In this ebook, you'll learn how to enhance customer experiences while boosting revenue effortlessly.

[Read Guide](#)



Business Value of ServiceNow Customer Service Management

Can you simultaneously say yes to reduced costs and seamless customer experiences? This ebook calculates the savings of a connected, cohesive digital platform and ServiceNow Customer Service Management.

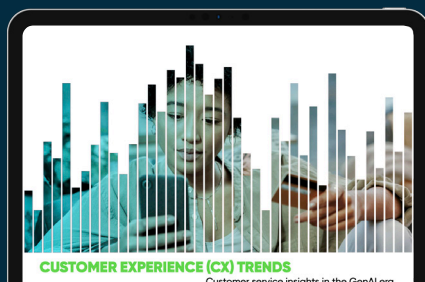
[Read Ebook](#)



Customer experience (CX) trends: Customer service insights in the GenAI era

What do customers, customer service agents, and customer experience leaders really think about today's service experience? This report shares five revelations, including perceptions about the role of AI.

[Read Report](#)



Customer insights: Customer experience testimonials

How can you exceed customer expectations for speed and convenience while reducing costs? This ebook shares digital transformation strategies and success stories from companies such as Crown Castle, SBB, and Xerox.

[Read Ebook](#)



Notes

¹ Gartner, Planning Your Composable Approach to Order-to-Cash in Service-Centric Enterprises, February 4, 2022

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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.

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