# Service Design approach to understand the user experiences on the ServiceNow cloud solution

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This thesis is about understanding the user experiences on the ServiceNow cloud solution. The target group of this research were the Basware Customer Support employees who are the primary users of the new customer support tool inside Basware. For mapping these experiences, I selected to use the service design approach. Focus was to find out what the user group thinks about the solution and to find out how the system should be developed further. This thesis focused on gaining customer understanding about this internal user group. ServiceNow was implemented to use in June 2018 and when starting this research, the software had been in use for four months.

The theoretical framework for this study is in the history of handling customer relationships and service design process. I will go through the service design process in detail and showcase some example tools for each service design phase. Empirical research follows the theoretical framework and in that I will present the research that was made for this thesis. The empirical research had four phases. First, I did preliminary research and after that I conducted secondary research. Third phase was an online survey that was send to 221 respondents in the Basware Customer Support. As a final phase I spent a day at the Basware office and did participant observations and contextual interviews. The tools used in this research are common service design tools.

From the research results I was able to form a set of categories that the users talked the most about. It seemed obvious that certain topics where critical and others could be handled with moderate urgency. As a conclusion I presented the categories that all the comments suits and I will suggest a way of moving to a next phase with these findings.



**Key words**
Service design, user experience, ServiceNow

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# 1 Introduction

This thesis is about understanding the user experiences on the ServiceNow cloud solution, and mapping future development needs towards that system, by using service design methods. This thesis has been done as commission for Basware Corporation, later on Basware.

ServiceNow cloud solution, as a customer service tool, was disseminated in June 2018 and today it is widely used throughout the organization at Basware. The total amount of users is about 500. In addition to this there are also external customers using the same system. This research concentrates on the internal users and specially support employees amounting to about 220 people. The reason behind selecting this user group was that support employees are the primary users of the ServiceNow. ServiceNow is their main tool in their daily work so they are the ones most affected by this software. My research questions are:

1. *What kind of a user experience do users have on ServiceNow?*
2. *How should ServiceNow system be developed further?*

My aim is to find out how support employees have adopted the new system and how they feel about it. When writing this, the ServiceNow has been in production for four months and users have had time to get used to the new system and form their opinions about it. Therefore, I feel that this is a good time to collect their experiences. The second important target is to find out how the system should be developed further so that it would be more user-friendly. My aim is to identify the themes that users has concerns about and give my recommendations on how to proceed with those. In this research I used both quantitative and qualitative methods in order to understand the user experiences as widely and deeply as possible.

I selected to use service design methods to map the user experiences. This choice was based on my own interests towards service design methodology and also my strong belief that this is an efficient and modern way of finding answers to these research questions. A service design approach also provides tools for going further from this thesis into the design phase with prototyping, piloting and finally bringing the new version to production.

### 1.1 Structure of the research

This research is divided into three sections. The first part handles the theory: I will present the history of handling customer relationships from 1980s until today. It includes information about how markets have changed and how the customer is historically seen within the companies. I will also introduce the service design theory, methodology and service design process in this first section. In the second part I will present the research and the results I have found. I will go through the service design methods I have used, and I will point out the key findings. The third part holds my conclusions, provides an overview of the key findings and gives my recommendations for further development.

### 1.2 Commissioning party - Basware corporation

Basware corporation is a Finnish software company that has focused its business on offering solutions for financial processes to business customers. It's headquartered in Leppävaara, Espoo, Finland. The focus in recent years has been in cloud base solutions and increasing cloud business has been listed as the most important strategic goal for years 2017-2020. Basware's vision is to "deliver the best global solution for networked purchasing, invoicing and paying". Basware's revenue in 2017 was 149,2milion euros. Public listing was done to Helsinki Stock Exchange in 2000. Basware has offices in 14 different countries and around 1400 employees. Basware's business has grown both organically and through acquisitions. (Basware Oyj 2018, 1-3.)

### 1.3 Service provider - ServiceNow

ServiceNow Inc. is a New Your Stock Exchange listed company and it has its headquarter in USA, California. ServiceNow Inc. was founded in 2004 and operates a cloud-based business process automating platform and it is called ServiceNow. (Wikipedia 2018.)

Customer service requests, cases and incidents, can be reported, managed and resolved through ServiceNow customer service-tool. Compare to a typical ticketing system one clear benefit with ServiceNow is that customers can be given access straight to the system, via the Customer Portal. From the portal customers can log their requests by themselves and can monitor their cases and see how the case handling proceeds. (Science Soft 2018.) The Customer Portal is the main recommended channel for customers to log their requests. Secondary option is to contact support by phone.

When a customer request is solved, the customer gets an email notification and he or she can decide whether the result is satisfying. If the customer feels that the case still needs further investigations, he or she can ask customer support to continue on that matter. In addition to this, information about Service Level Agreements (SLA’s) is available in ServiceNow. Based on the SLA’s information the system can independently escalate tickets further if timelines are passed. This aims for better customer satisfaction. (Science Soft 2018.)

The ServiceNow platform can be customized for to fit company’s needs and it has wide reporting possibilities. Through reporting support performance, ticket lead times and for example SLA’s can be monitored. (Science Soft 2018.)

I learned from Basware representatives that when writing this, the ServiceNow Customer Service Management component of the cloud platform has been in on the market only for 2,5 years. Despite that, it has generated lot of interest. ServiceNow is seen as a fresh and modern tool for customer service needs and according to ServiceNow President & CEO John Donahoe (theCUBE. 8 May 2018.) for most companies selecting ServiceNow is a strategic choice. ServiceNow has about 500 business customers. They host an annually ServiceNow Knowledge conference in Las Vegas, where in May 2018 in total 18 000 people attended. ServiceNow aims at to growing this event to 20 000 attendees for a year 2019. ServiceNow cloud platform also has other components, including tools for IT management, HR, Security and custom business applications. (ServiceNow 2018.) This study is about mapping user experiences on the ServiceNow Customer Service Management.

### 1.4 Terminology used in this research

**User experience;** According to Nielsen Norman Group (2018), building user experience starts from the aim of meeting the exact needs of the customer. Simplicity and elegance and users joy of using the system are the next important goals. In order to achieve high-quality user experiences, the system or product should offer extra features or for example some brilliant logic, that customer didn't expect. In this research the user experience means individual experience of the software usage.

**Performance**; Performance in this research means the software’s ability to react on commands. In other words, how fast or slow a software can run user commands. Also, how fast pages loads and different software views are opened are important part of performance.

**Usability;** Usability in this research means how easy the system is to use. Are the functionalities easy to locate, intuitive and effective to use? Through these questions' usability can be evaluated.

According to Nielsen Norman Group (2018), usability can be spilt into five components that allow us to dive a bit deeper into the terminology. Those components are:

- *Learnability:* How easy it is for users to learn and understand how to use the tool? Learnability also gives us hints on how intuitive the tool is to use.
- *Efficiency***:** From the user perspective; how fast users can do things with the tool once they have learned how to use it?
- *Memorability***:** How easy for users it is to return using the tool after they have had a pause in using it?
- *Errors***:** Is it easy for users to end up making errors with the tool and how easy those are recovering from?
- *Satisfaction***:** How pleasant is it for a user to use the tool?

**Functionality;** Functionality in this research means all those functions that are inbuild to the software. Functionality either exist or not.

**Quantitative research;** Quantitative research is a method for empirical research. The aim is to collect representative sample from the research subject. Data received from this method is usually numeric and can be analyzed by statistical methods. Correlations and changes in the research subject can be discovered by using quantitative method. (Heikkilä 2014, 5-7.)

**Qualitative research;** Qualitative research is a method for empirical research. Target group for qualitative research is usually relatively small and the goal is to understand the subject and the reasons behind its behavior and decisions. Questions like why and how get answered during qualitative research. (Heikkilä 2014, 5-7.)

# 2 History of handling customer relationships

Behind any successful business is a buying and paying customer. The importance of loyal customers is even greater in the thriving competition that businesses are nowadays in. Globalization has brought new players to the field and each company needs to come up with innovative ways to add customer value in order to keep their current customers happy and acquire new ones. It is very hard to compete only with price, because there is always someone who can produce the same things at a lower price. Nowadays easy, fluent, fast and friendly customer experience has been recognized as a genuine competitive advantage. Customers are in a key position for company's success.

## 2.1 Markets have changed

Looking back in history we can see how markets and the way a customer is seen within a company has changed. Back in the 1980s markets were quite localized and that meant that a company's customers were mainly the people living close to that company. The competition was among the companies founded in that same area competing for the same customers. When coming to 1990s companies faced a new dilemma, one about resources. Now one of the main questions was how to find the most talented people to work with new products, especially in the IT sector. Competition was impacted by the fact of who can hire the most talented people. By the 21$^{st}$ -century businesses moved to network markets and this is the current phase we live in. Business is fragmented and what separates the company from its customers, is not that clear anymore. A customer can benefit from the company, but a company is able to harness its customers as their resources. For today's business it is common to design services and seek for "blue oceans", uncontested new markets. (Korman & Arantola 2009, 44-47.)

## 2.2 The History of Customer Relationship Management

Moving towards customer centered thinking has started around 1980s. We can recognize clear phases in this development.

Customer relationship management (CRM) thinking has developed alongside the changes that have happened in the markets. First customer satisfaction surveys were done in 1970s. When coming to 1980s the interest was to find out what kind of *quality* the customer feels that they have received from the encounter. At the same time the first automated customer service solutions were built and companies were aiming for savings by founding centralized call centers. The focus was to bring added value to the customer, increasing customer satisfaction and on the importance of the customer encounter. According to this thinking customer value was based on the service event that needed to be handled as well as possible. The aim in managing services was to increase service quality, value and profitability. (Lehtinen 2004, 16 & 20-22.)

When coming to 1990s the focus shifted from the quality perspective to how to bring value to the customer and how to increase the customer loyalty. The main idea in this was to strengthen existing customer relationships and to come up with ways to get gross and extra sales from those customers. The ideal was a loyal customer that buys more due to targeted and tailored commercials. Some customer loyalty programs were built during those times. (Lehtinen 2004, 16 & 20-22.)

Customer relationship management developed further in 21$^{st}$ -century. Customer centered management began to rise. The increased globalization made competition global and turned customer focus as a key factor for success. Organizations started to focus on Leading Customer Relationships (LRP) that focused on developing the organization culture, including also their supplier network. Companies started to treat customers as a subject and the aim was to develop the value that customer gets from the encounter. Moving closer today, the aim has shifted to involving customers in the design process and getting their voice heard better. Service design is one approach to help companies to achieve this target. (Lehtinen 2004, 16 & 20-22.)

### 2.3 Service Design

According to Haaga-Helia's managing director, Teemu Kokko (Kokko, 28.8.2017) customers don't know what they want, and service design offers companies tools for helping customers to identify their needs. Tuulaniemi (2011, 73) says that Service design aims to be proactive when designing new services. This means that the aim is to predict customer needs before customers even can recognize those themselves. However, Tuulaniemi (2011, 73) remarks that by asking straight questions it's hard to get information that would be detailed enough. Usually the best information is received by monitoring people in action (Tuulaniemi 2011, 73). Partially because sustainable development has become so important, it has opened opportunities for companies to have open dialog with their customers. The importance of services, in society level, has also created needs to design better services and service design offers solutions for that. (Kokko, 28.8.2017.)

Service design is not new, but it is a new way of combining and evaluating services. Service design methods helps organizations to develop their existing services further and innovate new ones. Service design is aiming to align customer needs to organization's business goals. (Tuulaniemi 2011, 14.) According to Stickdorn, Hormess, Lawrence and Schneider (2010, 42), the service design process aims to dig deep into services and it can challenge and reshape even a whole business model into a new one. Stickdorn, Hormess & al. (2010, 42) also underlines that service design is not just for correcting mistakes, but more about creating services that customers value as well as enhancing existing services.

Starting point in any Service design case is always "the human", "the customer". The main goal is to optimize customer experience by making the service process as fluent and positive as possible. Customers that are happy with the services that they bought are more loyal towards the service provider and happy to buy again from the same company. Customer insight is a key for truly providing services that are current and interesting for the customer. Companies needs to understand the reality that their customers are living in and also be aware of the needs and expectations that their customers have. (Tuulaniemi 2011, 35-36.)

Tuulaniemi (2011, 35-36) lists the components that the customer's value experience is formed from. These components are:

- Needs
- Expectations
- Habits
- Manners
- Peoples thoughts of the service
- Price of the service
- Features of the service
- Prices of the other similar services.

When these key components are well understood in a company, service is designed for the humans that are going to use the service and the risk of a failure is minimized. (Tuulaniemi 2011, 35-36.) Through the service design process companies gain more customer understanding, which is nowadays considered vital (Kokko, 28.8.2017).

Stickdorn, Hormess & al. (2010, 42-45) lists six service design principles that should always be followed when designing services:

1. **Human centered:** development should always start from the user perspective. *Users* can be customers, employees or other stakeholders.
2. **Collaborative:** all the stakeholders should be involved in the design process when designing and creating new services.
3. **Iterative:** Service design is an experimental approach that iterates towards implementation.

4. **Sequential:** services should be visualized into small steps including the information about the touchpoints with different stakeholders.
5. **Real:** Customer needs should be researched and ideas prototyped in reality and intangible values evidenced as physical or digital reality.
6. **Holistic:** focus in the design should be holistic instead of just concentrating on pieces of the service.

Kokko (Kokko, 28.8.2017) says that service design is very close to branding and the aim is to create clear, coherent and positive user experiences.

# 3 Service design process

> *"Service design adopts the mindset and workflow of the design process, combining an active, iterative approach with a flexible and relatively lightweight set of tools borrowed from marketing, branding, user experience, and elsewhere."* (Stickdorn, Hormess & al. 2010, 31)

There is not one comprehensive way of defining service design. For some stakeholders it means a mindset on how to see the world around. Others think that service design is a toolset that can be used when trying to find solutions to surrounding challenges. (Stickdorn, Hormess & al. 2010, 39). Tuulaniemi (2011, 126) states that service design is always a process that has certain phases. Tools that are used can vary, but according to Tuulaniemi the process structure is always the same. The service design process according to Tuulaniemi is drawn into figure 1 below.


Figure 1. Service design process according to Tuulaniemi (2011, 127)

Stickdorn, Hormess & al. (2010, 95) state that talking about service design phases may be misleading to some, since service design is never a linear process but more of an iterative one. According to Stickdorn, Hormess & al. (2010, 95) the design process constantly moves forward and adapts. Stickdorn, Hormess & al. (2010, 95) are using the term *core activities* when talking about the service design process. Figure 2 displays the core activities.

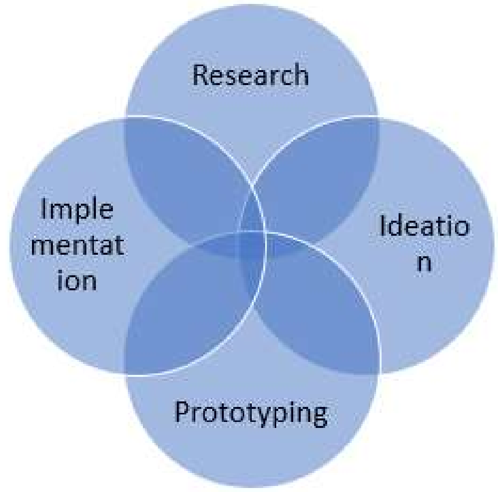


Figure 2 Service design core activities according to Stickdorn, Hormess & al. (2010, 97).

Even though there is one core activity less, in the Stickdorn, Hormess & al. (2010, 97) approach versus Tuulaniemi's approach, they are not conflicting. To me it seems that Tuulaniemi's version emphasizes more on the preliminary research by splitting the research phase into two separate phases; defining and research. Below I will go through the service design phases in more detail and I follow the Tuulaniemi's approach to service design. I will also provide some example tools for each phase.

### 3.1 Defining

The project starts; The organization has recognized a need for development process and they start defining the project scope. Questions like what we are trying to accomplish with this service design process and what kind of problem are we trying to solve are asked in this phase. This first step is called briefing. The briefing is done together with the organization representatives and consultants. For the external consultants it is key to get familiar with the organization they are dealing with. Therefore, interviews and discussions are made. Marketing analyses can be done during this phase. At the end of briefing phase, the consultants are able to make a proposal for the service design process implementation. (Tuulaniemi 2011, 126-135.) Some projects may end after this phase but those that continues goes on to pre-research -phase.

Stickdorn, Hormess & al. (2010, 117) lists a set of methods that can be used when starting the research, one of them is *preparatory research* method. Preparatory research aims on getting to know the organization and their starting point for the development project. Internal interviews and going through internal material are good tools for this method. The researcher should ask general questions without going into to details while doing preparatory research. (Stickdorn, Hormess & al. 2010, 117.)

Pre-research; The needs of the business are always in the center of service design approach. The entire service offering that the company has, should always support the company's business goals. Therefore, the business strategy and brand, are in the center of the development. Services can be evaluated against those by asking questions like:

- Does this service align with our strategy?
- Is this service suitable for our brand image?

Tools that are used in this pre-research phase are for example benchmarking and mind mapping. Benchmarking can introduce both good and poor procedures that other companies have used and we can learn from them. Mind mapping can help in visualizing how things are related to each other and what are the cause-effect triggers. (Tuulaniemi 2011, 136-141.)

*The secondary research* method should always be the starting point for any service design initiative to avoid having to research things that we already know (Stickdorn, Hormess & al. 2010, 117). According to Stickdorn, Hormess & al. (2010, 97), secondary research is about going through the research material that already exist. It may include quantitative of qualitative research material about the topic. Secondary research helps to clarify the research topic and questions that we have. (Stickdorn, Hormess & al. 2010, 97.)

### 3.2 Research

Building customer understanding can be defined as the most important phase in service design. Information that is received in this phase is used as a common thread for the whole development. There are many methods on how to organize the research phase. The goal is to build a common understanding of the customer needs, operational environment and resources. End customer involvement is key for a building solid understanding of the customer needs. (Tuulaniemi 2011, 126-129, 142.) According to Stickdorn, Hormess & al. (2010, 54), research should always be done at the beginning with the aim to collect raw data. Interpretation of the data should follow later.

When designing new services, part of the research is strategic planning. It takes a closer look at the company's business strategy and brand. The question here is how the company starts to market their services. Service design usually aims to find out new ways to locate services to the markets. Target is to position services so, that there are not too many, if any competitors in the same market slot. Most commonly used tool for this strategic planning phase is Business Model Canvas. (Tuulaniemi 2011, 172-179).

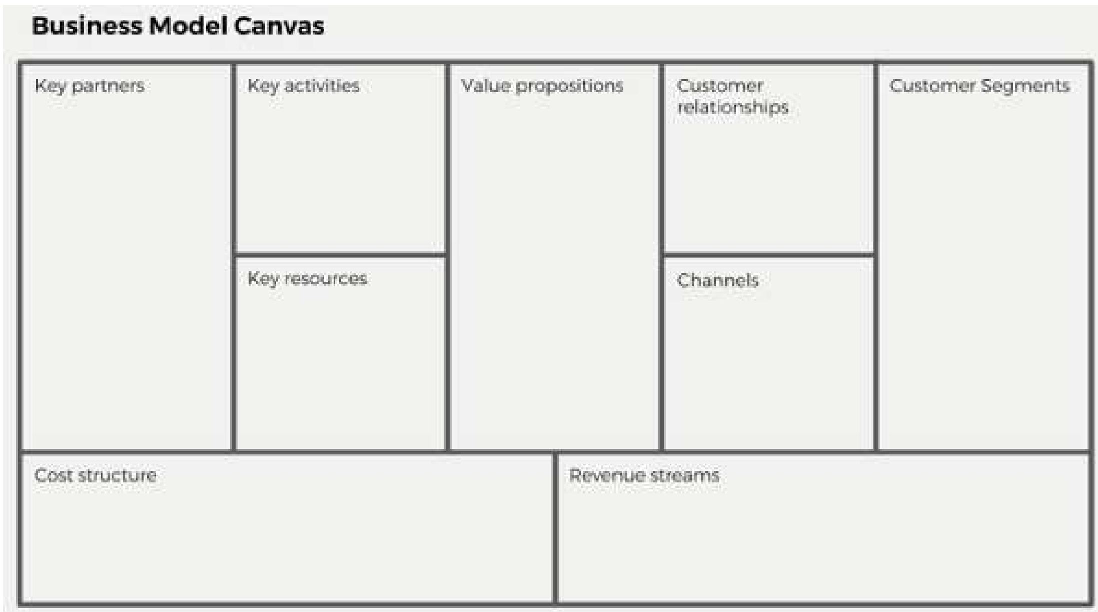


Figure 3. Business model canvas (Arthur 2018.)

The business model canvas is an easy and fast tool to analyze the markets and test service ideas. From there one can effortlessly see how a new service would probably position in the markets. The business model canvas is used by placing values to each "slot" on a canvas shown in figure 3.

When doing research, customer information can be gathered in several ways. There are quantitative and qualitative methods that can be used for gathering information, but qualitative methods tend to be more informative and therefore those are preferred in the service design process. However traditional qualitative methods such as a customer survey can be used as a starting point when trying to find out certain themes for closer investigation.

Methods for building customer understanding according to Tuulaniemi (2011, 146) are:

- Research of an existing background information
- Interviews and surveys
- Observation of the target and/or participation in their daily life
- Taking end-customers along to the planning process

- Self-documentation, where a research target documents their observations
- Online research.

*Participant observation* is one, commonly used service design tool, for getting information and building customer understanding. When participants are being observed, they know that a researcher is present, and it is very important to gain participants trust, so that they feel safe doing the tasks that they normally do. Observation can be done in the participants workplace, home or any other situation. Participant observation usually takes a minimum of four hours and can last up to four weeks. For a researcher it is important to observe not only what participants are doing, but also what people are not doing. Are they reading instruction manuals, or do they rather ask for help? (This is Service Design doing. Participant observation 2018.)

*Contextual interview* is also a service design research phase tool. Contextual interviews are done in environment that is familiar to interviewees, like for example their workplace. People tend to be more specific and recall issues better in a context that is familiar to the interviewee. The aim in this approach is to a gain better understanding of the user group and also to reveal formal and informal networks and hidden agendas of interviewees. Contextual interview can be performed in open or semi-structured way. (This is Service Design doing. Contextual interview 2018.)

### 3.3 Design

Tuulaniemi (2011, 180-189) says that the design -phase should start by ideating as many ideas about the new service as possible. Service design researches believe, that amongst many ideas may lay the keys to a new enhanced service. It is crucial to let ideas come openly and without critic so that innovative solutions can come to people’s mind. Later, during the ideation process, the aim is to narrow down and select the most valuable ideas, but at the beginning all ideas are good and welcome. (Tuulaniemi 2011, 180-189).

After ideation the conceptualization starts. The aim is to gather the most useful ideas and build a service concept for those. In this phase, it is all about building a bigger picture without going too deep into details. (Tuulaniemi 2011, 189-190).

> *“Thus, you take your ideas and concepts into the real world by prototyping and testing assumptions with real users and other stakeholders before it gets too expensive. A design process aims to find out what works and what does not as early in the process as possible. This makes the design process not only faster, but also more cost effective.”* (Stickdorn, Hormess & al. 2010, 291.)

Prototyping during a Service Design process means creating a quick model that represents the idea. Prototyping can be used as a development tool. It’s an easy way to test the idea to visualize the concept. When creating these models, designers can use whatever material that is available, for example visualizing a software user interface can be done by drawing with pen and paper. (Tuulaniemi 2011, 194-196).

When designing services, designers create scenarios on the expected future and they are reflecting prototypes also against those. After few concepts are ready, those can be placed into a matrix where usability can be evaluated against different expected user groups. This evaluation gives designers a hint on how vital the concept could be for the end users. Tools used in this phase are for example Conjoint analysis and Service description. Conjoint -analysis is used by creating different kind of service packages and users are asked to select the one they prefer. The process is repeated several times so that the researcher can narrow down the features that still need developing. Service description analysis is about asking users to imagine the ideal service path from beginning to the end and write that down. The idea is to see the service in its ideal, desirable form. From that story the researchers are able pick up the experiences that users are looking for and concentrate more on the quality side of the service early on design phase. (Tuulaniemi 2011, 205-208).

### 3.4 Production

Before launching new services to the markets, piloting needs to be done. Piloting is very important phase in the service business. It opens possibilities to make changes and adjustments to the service before it is launched to the big audience. Testing with a pilot group gives developers hints and ideas on what works and what doesn’t in the service. Based on the feedback received, modifications to the service can be done. (Tuulaniemi 2011, 230-232). Nowadays with all the social media channels, it’s easy and inexpensive to get a pilot group together or to get some feedback to a survey for example.

After all the needed modifications to the service are made, the service is launched to the markets. It’s important to choose the delivery channels carefully so that the service gets enough potential customer attention.

When the service is in the market, it’s time to evaluate how well it was received and taken into use by the customers. One common way to measure the customer experience is to use Net Promoter Score (NPS)®. This indicator describes how likely a customer is to recommend the service when asked about it. Typical way to use NPS is to ask from the customer how likely they are to recommend the service to a friend or colleague on a scale of 0 to 10, where 0 is “I would not recommend” and 10 is “I would absolutely recommend”. NPS categorizes answers 0-6 to be critical about the service (detractors), 7 and 8 to be neutrals and 9 and 10 to be positive and referee of the service (promotors). (Tuulaniemi 2011, 241).

### 3.5 Evaluation – Continuous development

Service design process is continuous. After the service or product is launched to the markets it’s time to re-evaluate it and define new additions and modifications. For a company it’s important to be aware of what’s happening in the markets, how customer shopping behavior changes and how to respond to those changes by making needed modifications. Stickdorn, Hormess & al. (2010, 301) talks about continuous iterations that should take place in predefined timeboxes. Stakeholders outside the project team should be invited to those iteration timebox -meetings. Iteration meetings should always consist of three parts:

1. Iteration planning
2. Service design activities
3. Reflection on content and process. (Stickdorn, Hormess & al. 2010, 301.)

Service design has an agile approach to issues. Stickdorn, Hormess & al. (2010, 316) suggest daily stand-up meetings for a team. The aim in stand-up meeting is, while standing up, to go through what’s going to happen during the following 24 hours, reviewing what everyone is about to do and what kind of help is needed. Daily stand-up meetings should be repeated daily at same time and should not last for more than 15 minutes. (Stickdorn, Hormess & al. 2010, 316.)

# 4 Research process

The Basware support team serves 16 000 customers worldwide, covers eight languages and handles an average of 15 000 support cases per month. The support department has about 220 support consultants, with in total 500 Basware employees having access to the ServiceNow customer support tool. Basware customer support is organized in first, second and third line support. All cases arrive to the first line where the support consultants handle the requests they are trained and knowledgeable on. Other cases are moved to the second line consultants. The first line handles most of the cases (45%). The second line consultants typically handle the more complex cases. If needed, second line support can move cases to the third line. Third line support consultants handle the most complex cases that may include bug related issues for example. Some of the cases are forwarded to the R&D department. R&D uses Jira system as their own case handling tool. Integration between ServiceNow and Jira is in place to avoid rework and flow of information. This research concentrates on understanding the user experiences of employees that work in first, second and third line support.

After competitive tendering, ServiceNow was selected as a suitable customer support tool at the end of 2017 and it was implemented within 5 months. For implementation, Basware used an external partner Fujitsu Symfoni. From Basware, the ServiceNow project team consisted of eight employees that were involved the requirements gathering, design definition, testing and bug-reporting, piloting and the launch of the new solution to both the internal and the external users launched on 16.6.2018. Before ServiceNow, Basware had four different case handling systems in use. During the transition period those systems stayed open as a secondary system for handling of “old” tickets, whilst new cases were created by the customers via the Basware Customer Portal on ServiceNow. The biggest of the old case handling systems was ITSM Remedy.

When this research started, ServiceNow had been in production for 3-4 months. This was a good time to research how users feel about ServiceNow, because they have had time to become acquainted with the system and get experiences about the usage. I believe that at this point also the novelty of the new system is starting to fade, so my assumption is that more realistic opinions now become available.


Figure 4 Service design phases studied in this thesis

This research uses the service design methodology. The selection of this research method was made based on my own interests and the fact that service design has been very trendy way of approaching development projects during recent years. By following the service design process is also possible to continue working on the findings made in this thesis. In this thesis I am concentrating on the define and research phases of the process as shown in figure 4.

### 4.1 Preparatory research

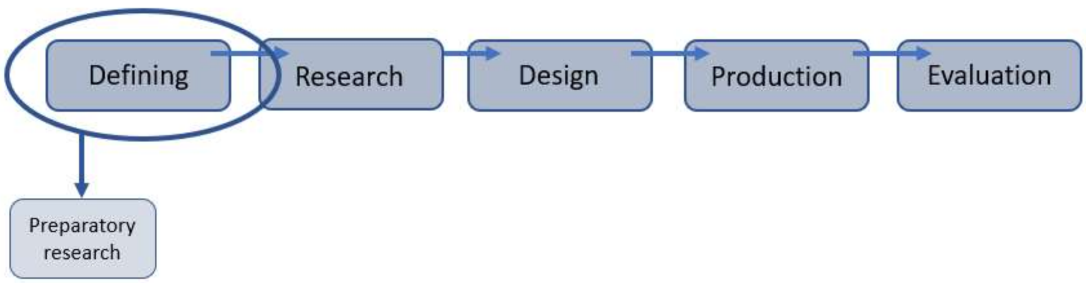


Figure 5. Preparatory research as Defining -phase tool

Following the service design process, my research started from defining -phase. I used *preparatory research* (figure 5.) to get familiar with the Basware's starting point for the support tool change project. I was able to get access to some internal material on the project implementation. From this Basware internal material provided to me, I found out that Basware started support tool change project with the aim to:

- Improve customer satisfaction
- Add self-service tools for external customers
- Create smart interactions between a support consultants and external customers
- Create a knowledge base for internal and external customers to allow them to easily find answers
- Increase automation in ticket handling in order to achieve increased efficiency.

For the tool itself the requirements set was:

- Performing tool with fast user interface
- Multichannel functions available (phone, chat, mail, co-browsing)
- Scalable for multi country environment.
- Cloud based
- Customization options
- Continuous improvements and innovations
- Implementation partner available
- Customer portal available
- Inbuild knowledge base for internal users
- Reporting tools for managers (Dekens 28 June 2017.)

In addition to this as a part of the preparatory research I had several talks with Basware Customer Services Director Nathalie Dekens whose team was responsible for the ServiceNow implementation project and stays as dedicated ServiceNow team in production. These conversations set the base for this research and helped me understand the current situation and the need for this study.

### 4.2 Secondary research

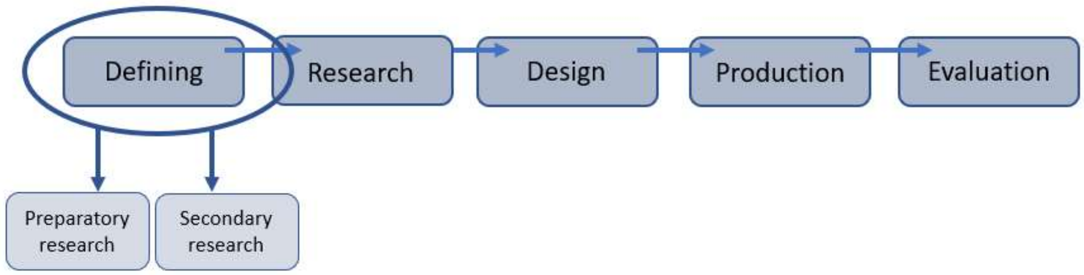


Figure 6. Secondary research as a Defining -phase tool

As part of defining phase, as a *secondary research* (figure 6.) I investigated the user feedback polls that were conducted twice with the same questions after the ServiceNow go-live. The user polls were made 10 days and again 80 days after ServiceNow go-live. Polls were about how the support consultants feel about ServiceNow performance, usability and functionality. The poll questions were:

- How do you rate the performance compared to your previous solution?
- How do you rate the usability (ease of use) compared to your previous solution?
- How do you rate the overall functionality compared to your previous solution?

Following tables presents the poll survey results in percentage format. The poll that was conducted ten days after going -live had 124 attendees. On day 80 the poll received answers from 110 employees. These polls were conducted, and information shared with the teams during the Basware internal GoToWebinar - Support All Hands Call on made 28th June 2018 and 7th September 2018. These polls were made with the GoToWebinar internal poll -functionality during those webinars. (Lippert, M. 28 Jun 2018 & 7 Sep 2018.)

Performance

| | 10 days | 80 days |
|---|---|---|
| really fast | 17,65 | 10,53 |
| much better | 59,8 | 63,16 |
| little better | 21,57 | 22,37 |
| little worse | 0,98 | 2,63 |
| too slow | 0 | 1,32 |

Table 1. How do you rate the performance compared to your previous solution? (Lippert 7 September 2018 & 28 June 2018.)

When comparing day 10 and day 80 results in table 1, the answers shows that 99% of the users feel that ServiceNow *performance* is “little better”, “much better” or “really fast” on day 10 and 96% on day 80. Satisfaction towards performance is on a very good level but has decreased by 3% between the polls.

Usability

| | 10 days | 80 days |
|---|---|---|
| outstanding | 3,03 | 6,58 |
| much better | 38,38 | 44,73 |
| little better | 32,32 | 30,26 |
| little worse | 16,16 | 14,47 |
| much worse | 10,1 | 3,95 |

Table 2. How do you rate the usability (ease of use) compared to your previous solution? (Lippert 7 September 2018 & 28 June 2018.)

When comparing day 10 and day 80 results in table 2, the answers shows that 74% of the users feel that the ServiceNow *usability* is “little better”, “much better” or “outstanding” on day 10 and 82% on day 80. Satisfaction towards usability has grown by 8 % between the polls.

Functionality

| | 10 days | 80 days |
|---|---|---|
| outstanding | 10,2 | 6,17 |
| much better | 36,74 | 40,74 |
| little better | 29,59 | 34,57 |
| little worse | 13,27 | 13,58 |
| much worse | 10,2 | 4,94 |

Table 3. How do you rate the overall functionality compared to your previous solution? (Lippert 7 September 2018 & 28 June 2018.)

When comparing day 10 and day 80 results in table 3, the answers shows that 77% of the users feel that ServiceNow *functionality* is “little better”, “much better” or “outstanding” on day 10 and 82% on day 80. Satisfaction towards functionality has grown by 5 % between the polls.

In my own research I wanted to utilize these results and capture today’s situation on these same questions. My interest was to see how the user experience has developed now four months after going live. In the next chapter I will present the latest results.

### 4.3 Survey

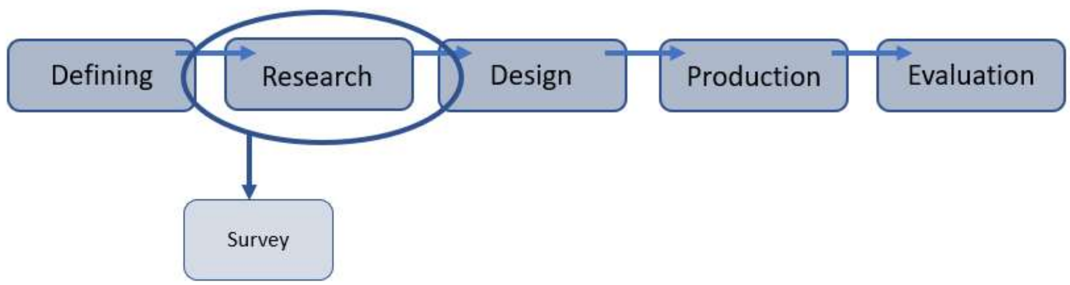


Figure 7. Survey as a Research -phase tool

Moving on to research phase of the service design process I decided to start by doing an online survey (figure 7.). Since the support employees are so many and they are located in several countries I decided to collect information by sending out an online survey to all of them. The aim was to get a representative idea on the current thoughts and feelings that support employees have about ServiceNow. I also wanted to give everyone the opportunity to take part in the process by asking everyone’s opinion instead of just focusing on a small study group. The service design ideology embraces the customer involvement and I thought that it was important also in this research to give everyone the opportunity to be heard. The survey represents the use of quantitative methods, where the aim is to collect many answers and search for common themes. Quantitative method doesn’t open causal connections but is a good and useful tool for reaching the masses.

I created survey questions in cooperation with the Basware representatives. I wanted to include the three questions from the polls outlined earlier about *performance, usability* and *functionality* in order to be able see how opinions have developed. I decided to add a "please specify" open comment possibility if a respondent gives negative feedback on questions. Question 4 was about *knowledge;* "I know how to use ServiceNow" and answers could be given on scale 1-5, five being the highest score. This question had a follow up option to specify where a respondent feels that he or she lacks knowledge or how they learned to use the system. In the fifth question "I know where to turn to if I need help with ServiceNow" was a yes or no -option. The sixth question was "What has working with ServiceNow done with your productivity?" and responses could be given to options "Less productive", "Same", "10 % more productive", "20 % more productive" or "30 % more productive". Last three questions were open comment -type of questions. My assumption was that these three open comment questions would provide the most valuable information when considering further development objects. Open comment questions were:

7. What challenges have you faced in using ServiceNow?
8. What is best about ServiceNow?
9. What enhancements to ServiceNow would you benefit most from in your daily work? We are looking forward to your ideas!

The survey was done with Webropol online survey tool. The survey was launched on 9.10.2018 to 221 respondents and it was open for one week. One reminder was sent to those who hadn't replied by 11.10.2018. After survey closure 121 answers had been received, resulting in a respond rate of 55%. The survey was sent to individual e-mail addresses and responses could be identified, but results were handled anonymous. The aim was to find out common themes rather than individual opinions. Questions 1-6 and 9 were mandatory and questions 7 and 8 were voluntary. See appendix 1 for the detailed survey.

Survey reliability can be analyzed against the response rate and the fact that individual links were used. With the response rate exceeding half of the targeted audience it can be stated that the sampling was representative. Also, the fact that each respondent had an individual survey link that could be used only once, provides more reliability as no one could answer twice. Keeping in mind that the survey is just a starting point for further investigation, I can say that the survey served its purpose well.

Bellow I will present the survey results by going through each question and the answers received.

#### 4.3.1 Survey results

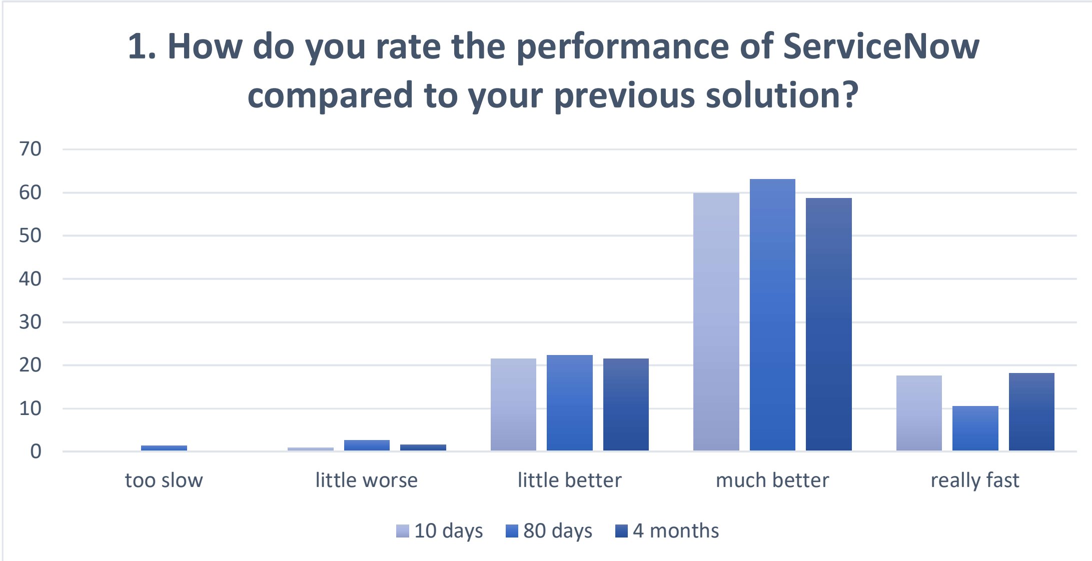


Figure 8. Survey question 1

Figure 8 presents the combined results from the polls made 10 and 80 days after go-live and from the survey made four months after go-live. More than 98% of the respondents gave positive feedback when asked about performance four months after go-live. Specially answers given to “really fast” option increased almost by half compared to previous poll made 80 days after go-live.

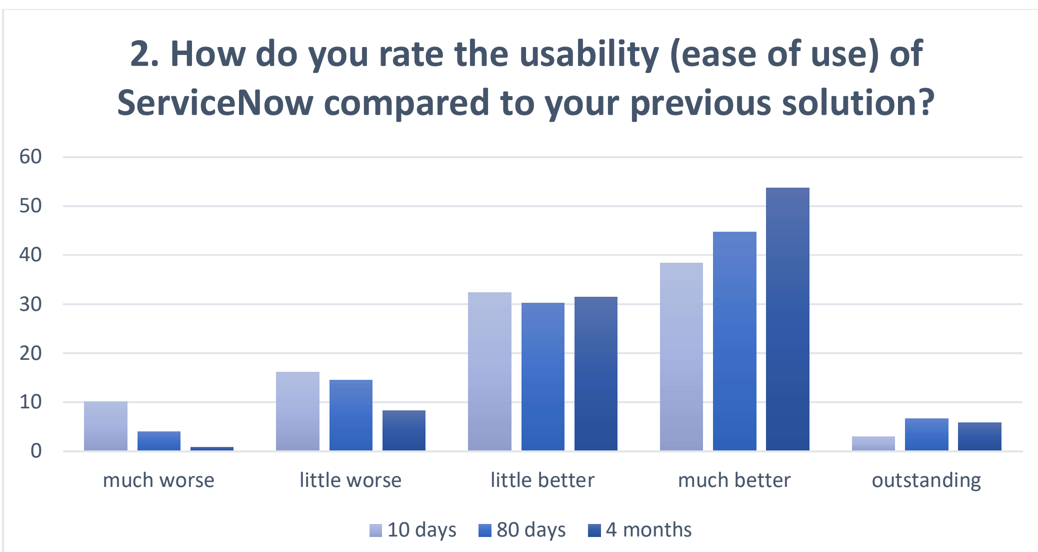


Figure 9. Survey question 2

Figure 9 presents the combined results from the polls made 10 and 80 days after go-live and from the survey made four months after go-live. More than 90% of the respondents gave positive feedback when asked about usability. Satisfaction towards usability has grown since the September poll that was made 80 days after going live. The 0,83% who replied “much worse” equals one respondent and 8,26 % who replied “a little worse” equals ten respondents. Also, dissatisfaction towards the system has dropped.

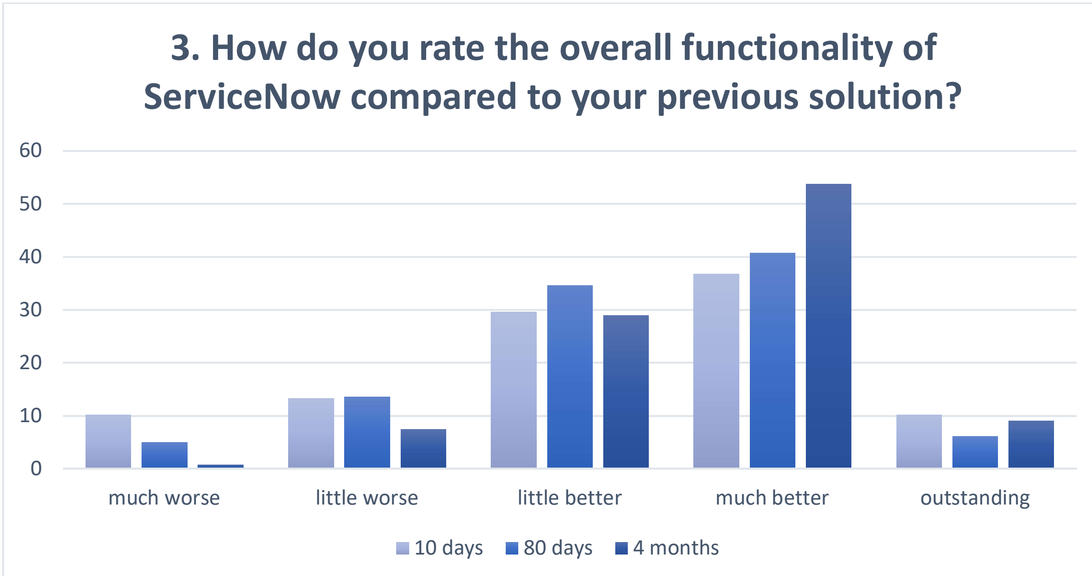


Figure 10. Survey question 3

More than 91% of the respondents gave positive feedback when asked about functionality. Specially answers given to “much better” option increased compared to the previous polls. One respondent selected “much worse” option (0.83%) and nine respondents selected “a little worse” option (7,44%). Dissatisfaction towards the system has dropped as time has passed.

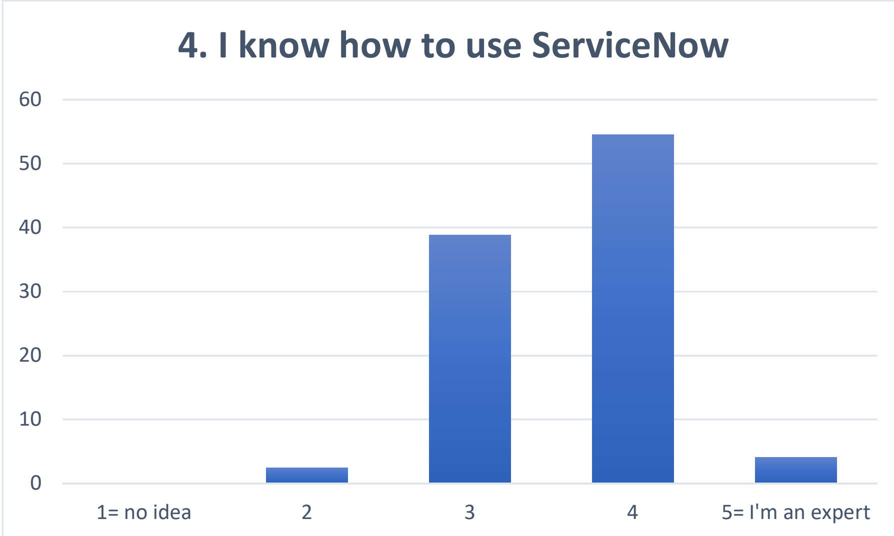

Figure 11. Survey quesition 4

More than 58% of the employees evaluate that they know how to use ServiceNow at level 4 or 5. A little over 38 % feels that they can use ServiceNow on a level 3.

2,48% says that on a scale 1-5 they feel their know-how is at level 2 and 2,48%, this equals three persons. Going through data into more detail, I can see that these three people evaluates *usability* (question 2.) at average 2,3 on a scale 1-5 and *functionality* (question 3.) at average 3 on scale 1-5. Based on this finding it seems that missing know-how correlates with satisfaction felt towards the system usability and functionality.

Even though know-how is in good level, we can see from these results, that there is room for improvement in increasing the knowledge on ServiceNow for the employees.

Those who replied to this question 4 on a scale to 1-3 where asked to specify their answer on where they miss information. Those results are shown below in figure 12.

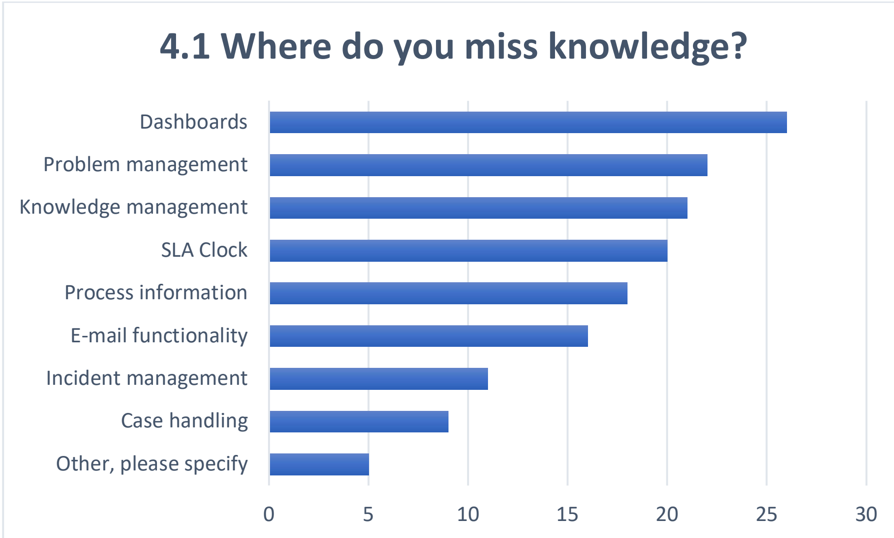

Figure 12. Survey question 4.1

Those who replied 4 or 5 to question 4 were asked to specify where they learned to use the system. Below are the answers to that in figure 13.

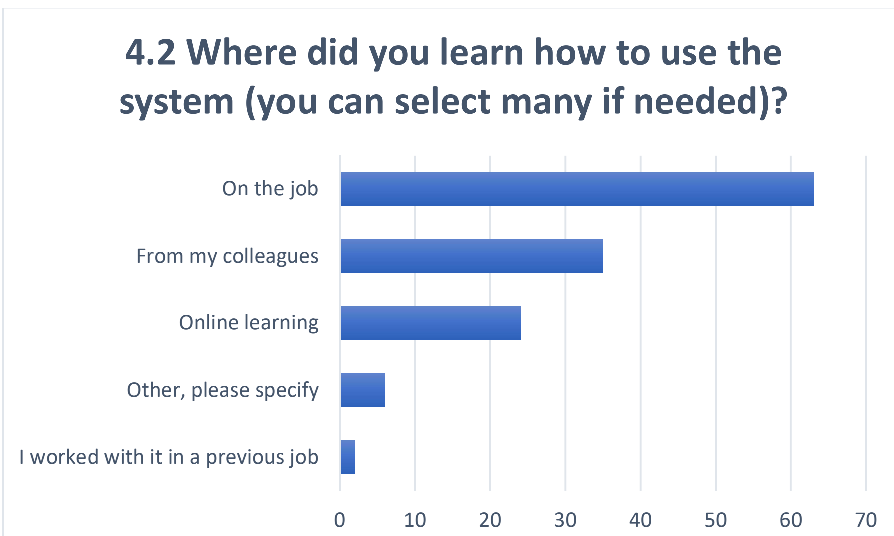

Figure 13. Survey question 4.2

Answers given to this question were 71 and we can see that 24 people replied “online learning”. That equals to 34% of the respondents. “Online learning” refers to material that has been available in the Basware Online learning tool on the ServiceNow system (instructions, videos and so on). Most of the respondents (89%) learned “On the job”. People were able to give multiple replies to this question, but we can make some statements from these results. It seems that putting a lot of efforts to "online learning" may not be the most efficient way for educating employees about this solution.

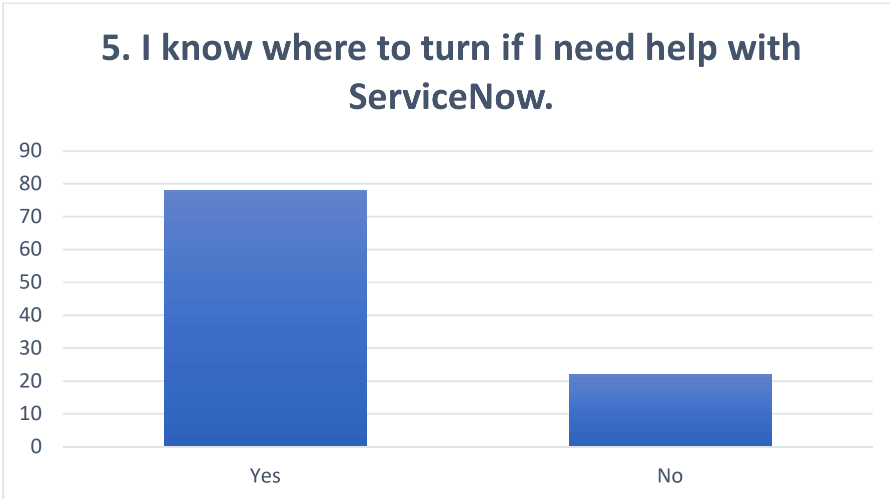


Figure 14. Survey question 5

22% of respondents say that they don't know where to turn if they need help with Service-Now. This would require further investigations, but it might also indicate that the knowledge is not easily accessible.


Figure 15. Survey Question 6

Answers received to this question shows that a majority of respondents feel that their productivity is same or better as with the previous system. Only 7,44%, meaning 9 respondents feel that their productivity has dropped along with the new system.

### 4.3.2 Open comments to the survey

The survey gave several opportunities for a respondent to leave an open comment. With 121 respondents, in total 337 open comments were given to the survey. I decided that it is best to handle those as whole, to be able to outline the big picture. When starting to sort out the comments it seemed a bit difficult to decide what would be the best categorization for those. I decided to use the same categorization that was used in the original poll surveys, *performance, usability* and *functionality.* Other main categories formed based on the comments received. *Know-how* category had comments that relates to lack of knowledge about the ServiceNow usage. *Missing data* category had user reported comments about things that were missing from ServiceNow. *Missing access rights* category was formed of comments about all employees not having access rights to the system.

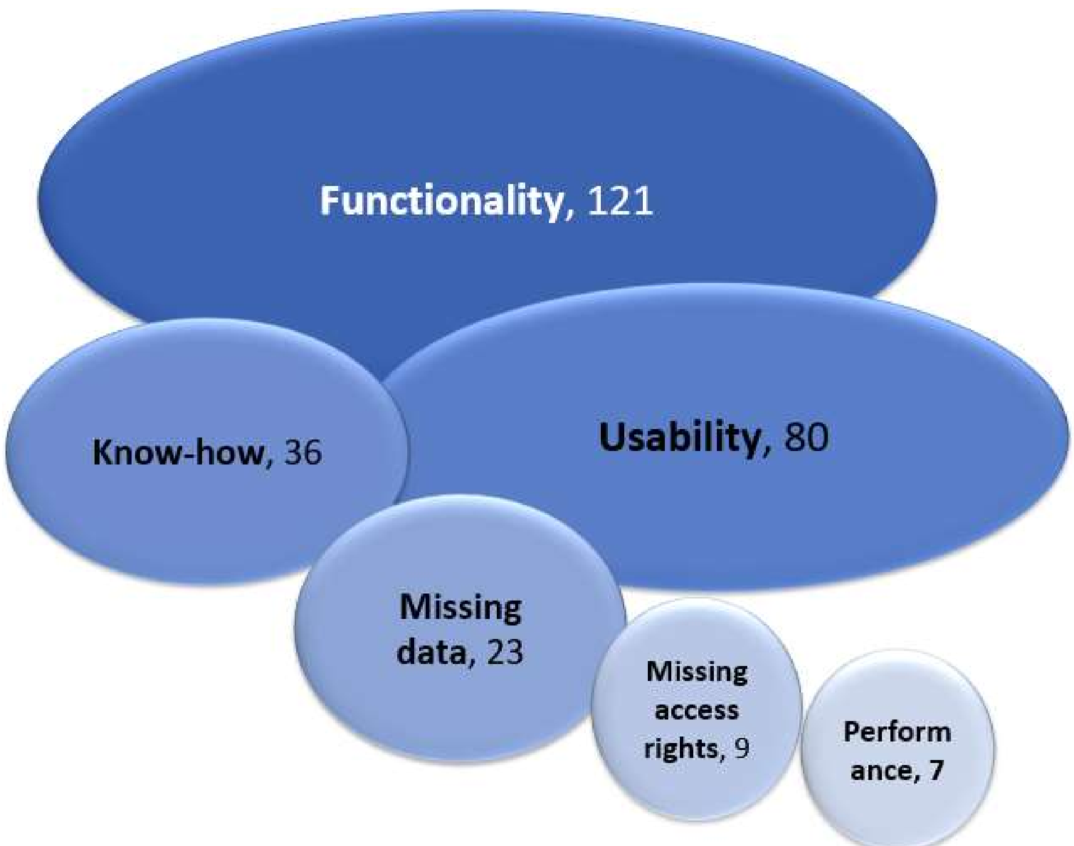


Figure 16. Main categories for development topics

Figure 16 outlines the main categories for the development topics. While going through the data, I divided each comment into these categories based on the content of the comment. Some comments had several things listed and those I split under the relevant categories. After I had divided each comment under relevant category, I calculated the comments and the number behind the category name tells how many comments there were under that category. For example, know-how related comments were 36 in total. These categories include different type of topics and I will go through those next. Example comments on the tables are quotes, and those are in the format that respondent wrote those. I haven't changed the comments.

Functionality related issues were the biggest category, with 121 comments. The topics that respondents talked about are listed to the table 4 below.

| Issue / pcs. | Example comment |
|---|---|
| Internal attachments / 16 | *"The ability to add attachments that are only visible internally."* |
| SLA related / 12 | *"Ability to sort cases in order of SLA"* |
| Edit internal note / 11 | *"Being able to edit an 'internal note' after commiting it."* |
| Email related / 10 | *"We cannot send any emails in reply to our previous emails"* |
| Auto refresh / 8 | *"Auto Refresh Pages (Currently only available in limited areas)"* |
| Notification about cases / 7 | *"Have the follow option automatically happen when I am assigned a case, so I can rely internally and not look at emails."* |
| Link to other tools / 6 | *"Integration with JIRA and other such different tools."* |
| Linking cases / 5 | *"The functionality to relate different cases & incident to each other (without having to create a 'problem' for it)"* |
| Ability to modify case details / 5 | *"In ITSM, we could specify things like software version and so on, I think that being able to specify more specific details directly in the case details is something that could be improved."* |
| Case status / 4 | *"Cases should be reopened itself once some customer replies on resolved cases"* |
| Automation / 4 | *"Automated ticket routing based on service and type of request/issue"* |
| Option to define oneself unavailable / 4 | *"put myself as unavailable (not getting cases assigned while on vacation)"* |
| Remote session, screen sharing / 3 | "i would like to have such a functionality via which i can have screen sharing session within the case,with the customer" |
| Previous assignee / 2 | *"assign case/incident/task to previous assignee"* |

Table 4. Functionality related topics

Table 4 describes in detail what kind of functionality related issues the respondents reported. The number behind the issue topic indicates how many times that topic was mentioned. In addition to these topics there are some things that were said only once and those I left out from this table. Those single comments are available in the appendix 2.

The biggest challenge in using ServiceNow seems to be the ability to specify attachments to be internal only. Now all the attachments are visible to the customer through the Support Portal. Second most commented topic was SLA related issues. Service Level Agreements are in the system, but according to respondents, it is very difficult or even impossible to create a list that would organize cases according to SLA. In previous systems, cases were auto-organized based on SLA, but now it seems that ServiceNow doesn't offer that option. However, this might also be a know-how -related issue.

The topic receiving the third most comments is about the possibility to edit internal notes. The need for editing your own note may arise when circumstances have changed or there might have been for example a spelling error that a user would like to correct. Email related issues were mentioned ten times. The email related issues vary a bit, but one clear request was to have "reply"-functionality for emails. Auto-refresh option was also mentioned frequently. According to comments, page auto refresh option is on some pages, but not on all.

Comments that referred to notifications about cases were related to emails. Most respondents felt that it's difficult to follow the case email notifications and they hoped that other indication would be available. Some replicants also reported that they don't get notification emails if a customer replies on a case.

Links to other systems, especially to Jira, was requested in comments. Jira is a R&D's tool for handling cases. The possibility to link cases to each other without having to create a *problem* for it was also requested. A *problem* is a different record in ServiceNow that can be used to related cases and incidents with the same root origin together. Some respondents used to have the option to modify case details and they would like to have that as well now with ServiceNow. Four comments were about cases not opening automatically when a customer replies on resolved cases. That is probably something that can be bug -related and should be checked.

A few comments were about the need for automated ticket flows. There seems to be an option lacking to mark a support consultant unavailable for example when they are on holidays and this is what would be quite vital specifically when the vacation season starts. A few people were hoping to have a screensharing functionality to help them in their work with a customer and few were saying that cases should have "assign to previous assignee" -option available.

Second biggest group of open comments were the usability related issues with 80 comments that were placed under this category. Things are listed in a table 5 below.

| Issue / pcs. | Example comment |
|---|---|
| Case layout / 20 | *“Cannot see version number straight away anywhere which is important. It can only be seen behind the service extra info.” “Conversation summary is looks too long.”* |
| Search functionality / 15 | *“The ability to trim the search function to give a hit for the searched item rather than to remove the spaces ahead and behind” “if you do not have something already bookmarked, it can be very difficult to find.”* |
| Page logic / 11 | *“After creating a case task, the system does not return to the original case.”* |
| Reporting / 7 | *“There are lots of functionality in reporting tools, but setting them up is not very straighforward; you need to create several different things to get fancy graphs etc. done.”* |
| Filters / 4 | *“Setting up display filters Filtering not saving properly You can't edit a favorite filter, have to create one from scratch and save it”* |
| Multitasking / 4 | *“Being able to open multiple tabs of ServiceNow to my browser, so that they would stay as they indivudual screens….”* |
| Customization / 4 | *“more visual options for tailoring the user interface”* |

Table 517. Usability related topics

Comments about case layout were the biggest group under this category. Respondents were talking about case basic data and it seemed that the general wish was to see more data in one view. Also comments about email conversation summary went under this topic. Comments say that the conversation summary ends up being very long and it’s not very informative.

Search functionality is also experienced as difficult to use. The search seems to be bringing too many results and it’s difficult to find the information a person is looking.

I also placed “page logic” -related comments under this category even though those also might be bugs. It’s a bit difficult to say whether it’s a feature or a bug. There are now eleven comments on things in the logic that don’t work as they should. One example about this logic issue is listed in a table 5, but another one is states:

*"Sometimes, I work on a case A and then I need to look for a different case, so I search for case B. After I come back and save an action on case A, the system automatically takes me back to case B (which I just closed). This is not always so easy to figure out because this happens instantly, and you think you are still on your case A. It can be really frustrating."*.

The page logic issue may also be related to the multitasking problem that four comments are referring to, however it needs further investigations, so I kept those separate for this table.

Setting up reports and filters were seen as difficult to use. Also users were also longing for more customization options. In addition to these topics there were few single comments that could not be grouped together. Those single comments are available in the "Survey results" appendices.

I named the third biggest category in comments as "know-how" related topics. These topics are listed in the table 6 below.

| Issue / pcs. | Example comment |
|---|---|
| Process descriptions / 14 | *"My biggest challenges are the lack of processes supporting the tool. We have loads of new functionality, but no common agreed way to use it."* |
| General know-how / 10 | *"everything is unclear how to proper use functionalities"* |
| Email notifications / 4 | *"A lot of emails not too me, difficult to find out where to turn them off. Have got rid of most, not all"* |
| Reports / 4 | *"Reports and better understanding of the how to create them"* |

Table 6. Know-how related topics

Most of the answers to the know-how category are process related. Many are saying that they got the general training for the tool, but the process descriptions on how Basware should use the system are missing. People seemed to be genuinely concerned that processes vary among the teams on how to use ServiceNow. Second category, general know-how, is also mentions missing instructions.

Some comments are about getting too much email-notifications and not being able to turn those irrelevant notifications off. In this category I have also included comments on report creation difficulties.

Missing data was the fourth category that was formed based on the comments received. There were 23 comments in total related to this. Main topics for this category were about missing:

- services for different accounts
- product versions
- customers (also in Customer Support Portal) and
- tenant categorization.

Missing access rights became the fifth category with nine comments about it. Main concern with these respondents were about the fact that not all Basware teams have access to ServiceNow.

Last category that I was able to form from the comments were about performance. There were seven comments about:

- pages loading slow
- pages being irresponsive
- dashboards loading slow

Open question 8 on the survey was about positive feedback, “8. What is best about ServiceNow?”. Below graph (figure 17) shows how answers were divided.

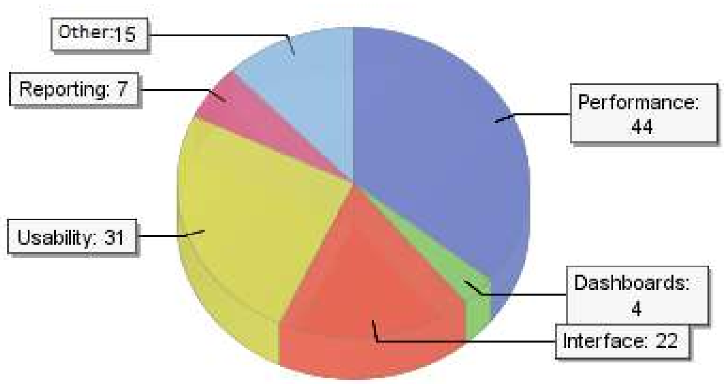


Figure 17. What is best about ServiceNow?

Respondents were especially happy about the performance, they made comments like:

- “it is much faster and user friendly than the previous solution”
- ”Speed, reliability and accuracy”
- “Speed of actions, good response.”

Usability related comments, for example:

- “Fast, intuitive, fresh look. Many options that I'm not familiar with yet. But all I need is there. I like the possibility to create queues adapted to my needs. Easier to track a case/task case when it is assigned to other teams.”
- “The product itself is great: intuitive and easy to use. Reporting and dashboards offers a lot of possibilities. I see that we can do a lot regarding the automation and add new features to our customers in Portal.”
- “Is very user friendly and simple”

ServiceNow interface also collected a lot of positive comments, for example:

- “- Good performance - Looks and feels better in general - GUI is more modern”
- “hyperlinks within pages, creating favourites, look and feel, speed”
- “New interface, more efficient search and navigation than we have used before.”

Some of these positive comments conflict with the challenges that respondents are reporting. However, that is understandable since the questions ask for individual opinions. For some users the software may feel very simple to use, when others have challenges in using it. Additionally, we must keep in mind that different support lines use ServiceNow in a very different way.

### 4.4 Participant observation and contextual interviews

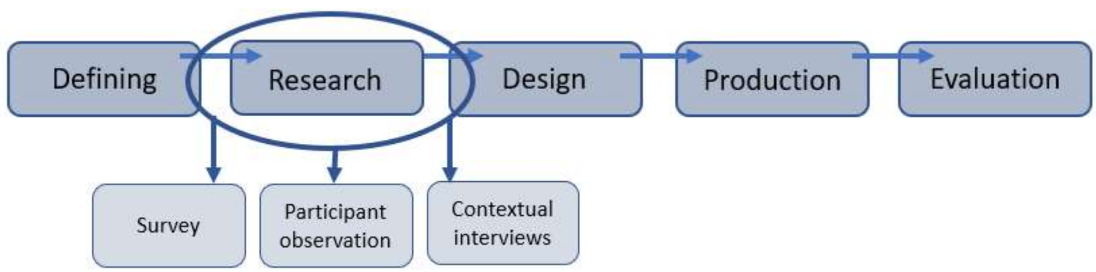


Figure 18. Participant observation and contextual interviews as a Research -phase tool

As a final step in the service design research phase I used *participant observation* (figure 18) and *contextual interviews* (figure 18). I visited Basware Support in the Espoo Finland office for one full day on 29.10.2018. The idea behind this approach was to meet employees in their own environment while they are carrying out their daily work. My aim was to make observations about their ServiceNow use. During the observation I asked questions to employees for getting complementary information on the survey findings. The aim was to let them talk freely about their work with ServiceNow ask specifying questions to them. *Participant observation and contextual interviews* are qualitative research methods. Aim of the qualitative research is not to find out numeric data, but to find out reasons behind human behavior and causal connections. To me this was also a good opportunity to ask for clarifications on the open answers received earlier from the survey.

The Basware office in Espoo, Finland is the workplace of both second- and third-line support consultants. I was able to observe and talk with four employees and two managers during my visit. This was also my first time seeing ServiceNow interface from the support consultant point of view. The visit helped me to understand the topics that respondents were talking about in the survey. I also took some pictures to clarify the things that we talked about and to be able to visualize the issues.

I will now list here the things that I noticed and the things that the support employees were taking about. I have used the same categorization as I used in chapter 4.3.2 to list the topics.

*Functionality - SLA related*

- Cases should be organized automatically based on SLA.
- SLA agreements aren't visible for second line support consultants like they used to be.

*Functionality - Email related*

- When replying to a customer's email from the ServiceNow, attachments aren't delivered with the email responses. The consultant can add an attachment, but this is not delivered to the customer.
- When someone comments on a case, you get an email notification. However, if someone sends email to the case you don't get a notification. Email notifications aren't very informative as shown in a picture below (figure 19).

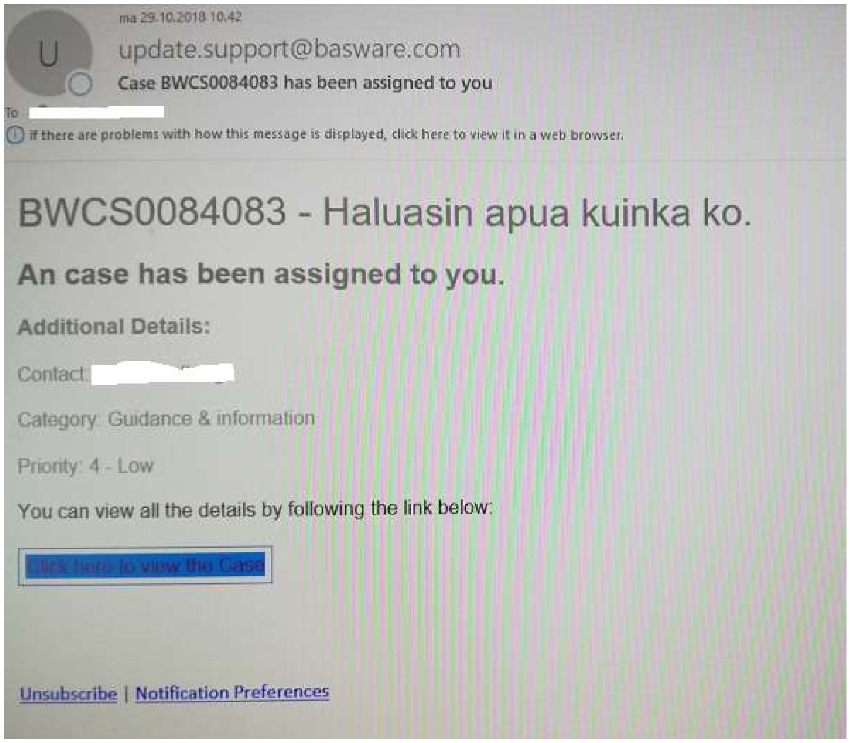

Figure 19. Example of email notification

In the email notifications could have a bit more information. This notification doesn't offer any information on what is going on in the case.

*Functionality - Link to other tools*

- Cases should have a direct link to the Alusta environment.
- Jira tickets needs to be created as case tasks, but there is no information coming back on those tasks about the task status.

*Functionality - Linking cases*

- Related cases don't work the way the way it should. There is no option to relate cases to each other, for example in a situation where there is a possible bug in several different customer environment.

*Functionality - Ability to modify case details*

- Support consultants aren't allowed to update any customer data. If some missing or wrong information is located, the request for a fix needs to be sent to another team. There used to be access rights for minor changes in the legacy ITSM system.

*Functionality - Option to define one unavailable*

- There is no option to put yourself as a consultant to unavailable, for example during vacations.

*Functionality - Remote session, screen sharing*

- It would be good to have user credentials for the Customer Supplier Portal so that it would be possible see the same things as the customer sees.

*Usability - Case layout*

- Product version number should be located on the main case view instead of only in the comments.
- Communication history is confusing and too long. Signature logos and other pictures are divided into their own row like in the example below (figure 20).

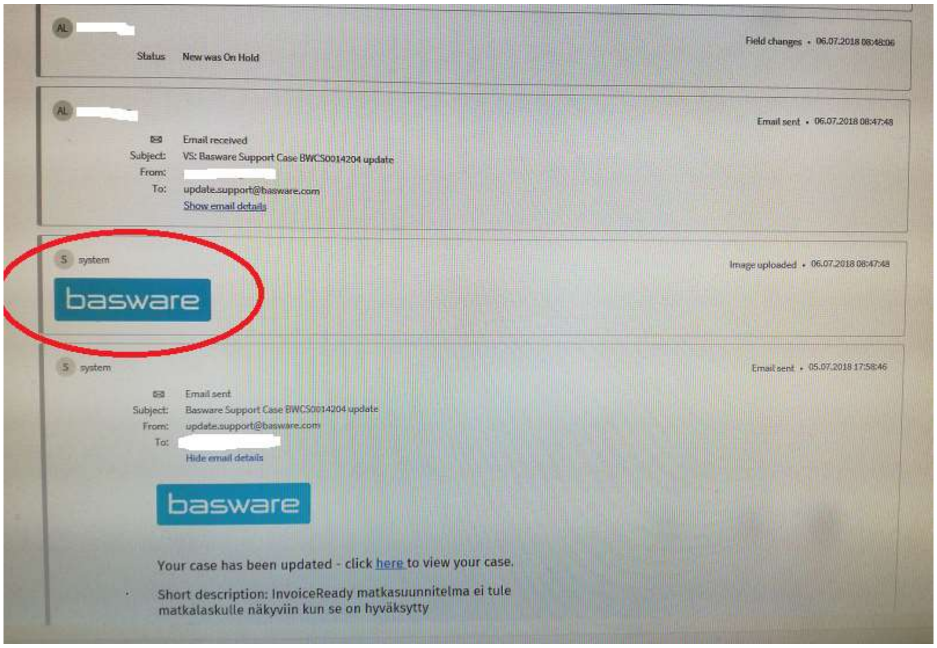


Figure 20. HTML content is divided into separate row

Logos being split into two rows might be a bug related issue. As for now it makes the communication history very long.

- ServiceNow left side menu in confusing, there are 22 main categories plus subcategories. Does this need to be visible to all users? Below is a picture (figure 21) of the situation.

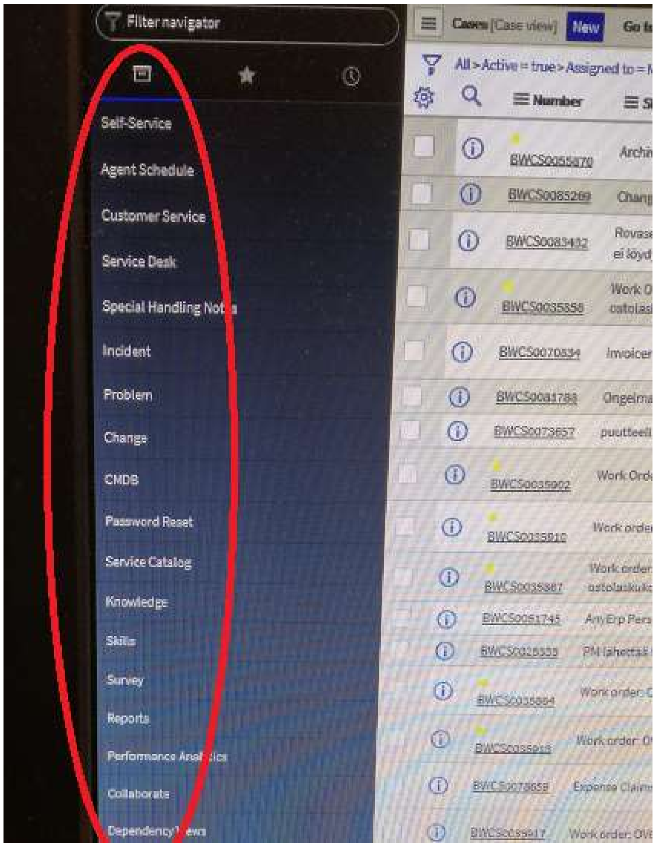

Figure 21. ServiceNow main menu

*Usability - Search functionality*

- When using right upper corner search function, you are not able to find a customer so that you could reach to its services. Services are only accessible through a case.
- When using short version of search word, you need to use “%” sign at the end of the word. This is not convenient because usually in other environments it’s the “*” sign.

*Usability – Multitasking*

- Multitasking doesn’t seem to work. If you have several tabs open at the same time and you press ServiceNow’s own back-button, it takes you to wrong view that is based on the other tabs you have open.

*Know-how - Email notifications*

- Email settings for notifications are complex to set. Picture (figure 22) below shows email notification settings.

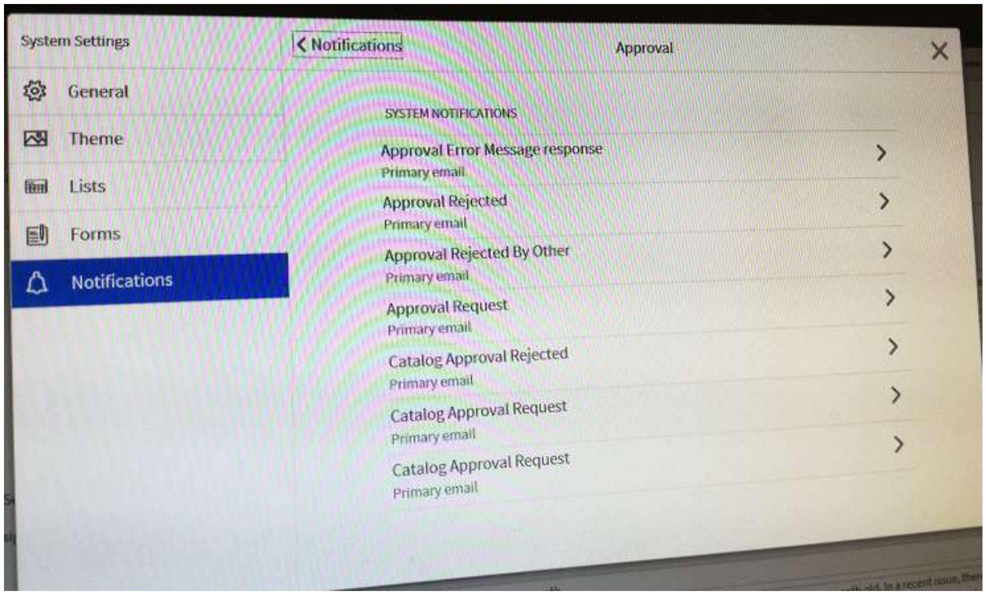


Figure 22. Email notification settings

The email notification settings are complex to set-up and manage. Many support consultants seem to struggle with this. In the picture is the main menu with each selection having sub categories available. Consultants were asking guidance on how these settings should be placed so that they get all the needed alerts.

*Know-how - Process descriptions*

- Process flow charts are needed.

*Missing access rights*

- Some of the teams are not using ServiceNow and that causes some extra work. Visibility is lost to the case history when part of the material needs to be sent outside of the system.

Performance

- Sometimes login gets stuck.

*New topics reported during my visit*

- When changing priority set by a customer, there should be some general message to the customer about it.
- Yellow ball -mark in a case indicates that there is something new and when you go into that case the yellow ball -mark remains unless you click save button. But this indicates to others that the case has some new information and yellow balls appears to them.
- Some customers have internal note popup placed to their environment. You should have option to click “do not show this message again” because now it pops up every time you handle that customers’ cases.

- You should be able to export the whole ServiceNow case -communication to a file. This would be important when you for example need to send some background data to external supplier about the case.

These were the main observations and discussions points from the participant observation and contextual interviews. Many of the topics mention the same issues that were given in the survey comments. On big remark that I made, was that first line support consultants work is very different way than second- and third-line consultants. First line being the biggest in number of employees, their voice got heard very well during the online survey. Second – and third -line consultants are not that many, but the challenges they are facing in their daily work are as relevant and need focus. I also learned that opinions vary, some may feel that auto-refresh option would be very good, others think that it would make their work harder. When making decisions about changes to the system, it is vital to collaborate those on changes with Basware support consultants.

# 5 Conclusions

Placing customer at the center when developing and designing services, is understood to be an important part of running a successful business. More and more companies are starting to also view and treat their employees as their internal customers. Companies want to offer their employees the most relevant tools for their use so that employees can concentrate on the work that create a genuine value to the business. Especially big companies that have thousands of employees can easily make calculations on the impact a 10% increase in productivity and the effects this has on the company profits for example. The service design methodology offers good tools for collaborative development.

In this thesis I have used service design methods with the aim to understand user experiences on the use of ServiceNow at Basware. By using different kind of tools, I have been able to collect and identify some key development areas that should be focused on. Even though ServiceNow has had very good feedback from the employees, there is still room for improvement. As a part of my research I have come to realize how important it is for employees to be able to get their voices heard and to get the opportunity to join in on the development process.

## 5.1 Key findings

The first of my two research questions was:

1. *What kind of a user experience do users have about ServiceNow?*

I was able to map and categorize the feedback received from the users. ServiceNow seems to have been taken into use very well and the big majority of users are very glad to work with the system. Like every other system, also ServiceNow has some places were changes could be made. The survey results, observations and discussions with employees indicate four types of changes requested by the users. Those are presented in table 7.

| Status | Example | Priority |
|---|---|---|
| Blocker | Internal attachments, Edit internal note, Option to define oneself unavailable, Page logic | High |
| Future development | Automation, Previous assignee, Linking cases | Moderate |
| Knowledge | Process descriptions | Moderate |
| Weak signals | *"Hyperlinks in the case to check various parameters rather than to scroll down."* | Moderate |

Table 7. Changes requested by the users

Some of the things that were raised up from the research can be classified as *blockers*. This means that working with the system when the issue is still active, is hard. *Blocker*-type of an issue should be fixed with high priority. As example I listed issues like; Internal attachments, Edit internal note, Option to define oneself unavailable and Page logic to be *blockers.* These issues are described in more detailed in chapter 4.3.2.

*Future development* -type of issues are like; Automation, Previous assignee and Linking cases for example. *Future development* -type of issues are not as urgent as *blockers,* because they don't have an impact on so many users and/or there is a workaround available. However, from the user experience point of view those should be fixed at some point.

The third category I listed here is *knowledge*. This is a category that is not directly related to ServiceNow, but more on the way employees should use it. This basically means internal guides, flow charts, trainings and so on to achieve a situation where information is available, exhaustive and easy to find. The urgency for this job is moderate.

The last category is *weak signals*. Here, I wanted to point out that certain topics might be important even though those they are mentioned only once. Those weak signals might also be places where we could surprise users and create extra value for them in areas where they didn't even know to expect something. One example of such a comment that was given only once is; "*Hyperlinks in the case to check various parameters rather than to scroll down.".* To me this example sounds like a modern and innovative function that could be in the system and would probably create added value to the users.

### 5.2 Next steps

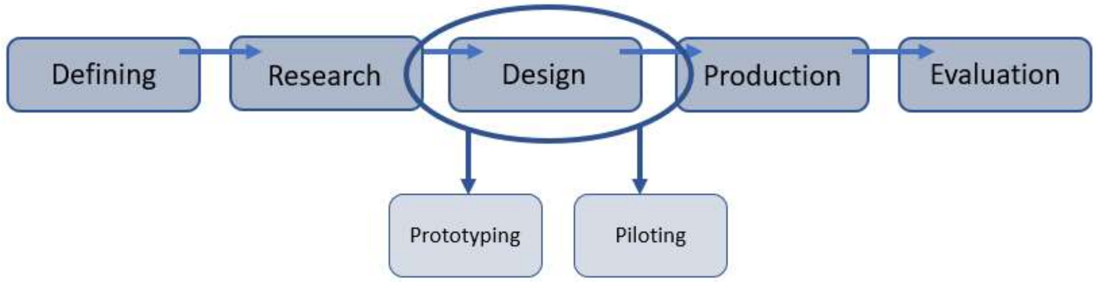


Figure 23. Prototyping and piloting as a Design -phase tools

My second research questions was:

*2.How should ServiceNow system be developed further?*

When following the service design process next step would be moving to the design phase and the first step would be prototyping (figure 23). In this case it would mean involving some support consultants in a pilot group and in a collaborative way going through different options to implement the needed services. Prototypes can be pictures or other kind of raw models. Prototyping should be a quite easy way of showcasing possibilities and it shouldn't take too much time.

When the functionality is implemented it should be tested by the pilot group in the test environment to make sure that the system works the way was planned and meant. If there are still some corrections needed, those could be implemented before going live. The service design process is still ongoing at this stage as after going live of the changes, we should evaluate the 'new'/current version and start to map the next development points.

ServiceNow has software releases on a platform level and in addition to that there are also the Basware specific updates. I suggest that the Basware ServiceNow team, would review the topics raised from my research and evaluate those against the planned features in the upcoming ServiceNow releases and configurations. Some of the topics listed here can already be on coming releases and/or those can be prioritized. From my discussions with Basware representatives I understood that "Attachment visibility" – issue will be fixed on coming releases. After going through the release announcements, I would recommend to take the list of the new topics raised and have a talk with implementation partner Fujitsu Sinfoni to get an idea on how big issues those are to fix or to change. When these are sorted out, it would be time to sit down with the ServiceNow team to define the prisonization and the roadmap for the changes selected. Furthermore, I think it would be very important to keep the support consultants in the loop of these changes and communicate with them about the issues. Especially now that they have had a change to give their feedback, it's important to let them know how the team will use their feedback and within what timeframe the needed changes will be actioned.

This research has been about internal users, the support consultants at Basware. However, there are also many other user groups for ServiceNow. Internally there are other user groups and Basware external customers also have access to the Customer Support Portal on ServiceNow. It would be important to also see how these other stakeholders are feeling about ServiceNow. While making changes from the support perspective it would be good to start researching other stakeholders simultaneously.

### 5.3 Evaluation of self-learning and professional development

Time spent on this thesis has been fantastic opportunity for me to get acquainted with the service design process and methodology in action. Understanding customer needs is very important and from the research results we can see, that (in this case internal) customers have good and valid opinions about the solutions they work with. Those experiences can be used to create added value to the customers. In addition to this I have been delighted about the chance to familiarize myself with ServiceNow. This was my first contact with this solution and now I'm convinced that the ServiceNow is going to be very big player in the markets near future, even bigger than it is now.

Going through the survey results was a big but very interesting task. It took me a few weeks to go through all the material and make my final categorization on the themes that users were bringing up. Having done the preliminary research carefully, secondary research, the survey, observations and contextual interviews helped me to form my thoughts and the key findings. Comparing to the research phase, the key findings were found relatively easy. I guess that had to be the *magic* of the service design process.

The schedule for this thesis was quite tight and I'm very grateful that I was able to get good and important support from the Basware side. Special thanks go to Customer Services Director, Nathalie Dekens, who has allocated her time on this project, helped me with the survey related things and afterwards in reviewing the results and giving me feedback about the findings. Her involvement on this has been extremely valuable. Also very important has been the input of my thesis advisor, Teemu Ruohonen from Haaga-Helia side. During the writing process we have had almost weekly meetings and he has given his feedback and kept me on the right track with this thesis. Teemu’s knowledge about service design process has been vital in this project. Both Nathalie and Teemu have enabled me to finish this thesis on time and I’m very humble for their help.

This thesis has thought me many things about service design theory and it has awakened my interest to study service design further. I feel that I have been able to grasp the mindset of a service design researcher. This thesis has been a good opportunity for me to also proof myself that I’m able to take on a big project and finish it with its defined scope. I’m very pleased with the result and based on the feedback from the Basware representatives, I’m sure that they can benefit from the findings as well.

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# Appendices

## Appendix 1. The Survey questions

1. How do you rate the performance of ServiceNow compared to your previous solution? *

- ◯ too slow
- ◯ a little worse
- ◯ a little better
- ◯ much better
- ◯ really fast

1.1 You selected a little worse, please specify

______________________________________________

______________________________________________

______________________________________________

2. How do you rate the usability (ease of use) of ServiceNow compared to your previous solution? *

- ◯ much worse
- ◯ a little worse
- ◯ a little better
- ◯ much better
- ◯ outstanding

2.1 You selected much worse, please specify

______________________________________________

______________________________________________

______________________________________________

2.2 You selected a little worse, please specify

______________________________________________________________________

______________________________________________________________________

______________________________________________________________________

3. How do you rate the overall functionality of ServiceNow compared to your previous solution? *

○ much worse
○ a little worse
○ a little better
○ much better
○ outstanding

3.1 You selected much worse, please specify

______________________________________________________________________

______________________________________________________________________

______________________________________________________________________

3.2 You selected a little worse, please specify

______________________________________________________________________

______________________________________________________________________

______________________________________________________________________

4. I know how to use ServiceNow *

○ 1 = No idea
○ 2
○ 3

○ 4

○ 5 = I'm an expert

4.1 Where do you miss knowledge (you can select many if needed)?

☐ Dashboards

☐ Case handling

☐ E-mail functionality

☐ SLA Clock

☐ Incident management

☐ Problem management

☐ Process information

☐ Knowledge management

☐ Other, please specify ______________________________

4.2 Where did you learn how to use the system (you can select many if needed)?

☐ I worked with it in a previous job

☐ Online learning

☐ From my colleagues

☐ On the job

☐ Other, please specify ______________________________

5. I know where to turn if I need help with ServiceNow *

○ Yes

○ No

6. What has working with ServiceNow done with your productivity? *

○ Less productive

○ Same

○ 10% more productive

○ 20% more productive

○ 30% more productive

7. What challenges have you faced in using ServiceNow?

8. What is best about ServiceNow?

9. What enhancements to ServiceNow would you benefit most from in your daily work? We are looking forward to your ideas! *

## Appendix 2. Open comments to the survey

### 1.1 You selected a little worse, please specify

- ITSM was clearer. Multitasking in ServiceNow is slow and confusing because when for example saving or updating an incident, the application jumps or throws you at some random page in.
- System is a little slower. Also, there are not enough Cat/SubCats available to cover and adequately document customer calls. For example, the is no Category for either Analytics/Spend Manager reporting and a large percentage of cases my group handles revolves around this application. These really need to be reviewed/expanded.

### 2.1 You selected much worse, please specify

- It is not easy to use at all when creating a problem from case. Alot of manual steps are unnessary.

### 2.2 You selected a little worse, please specify

- still new system and it doesn't contain all the feature that the old system had. I have a trust that new system will be better in time but at this moment it is not.
- I think the default template and overall layout of the case details are a bit unspecific and complex. I guess it could be out of habit, but I think it's hard to find and specify information in SN compared to old ITSM.
- not proper trainings or instructions
- As a consultant, I'm often seeing this more like a customer. I put in a lot of tickets for 3rd line and potentially SaaS. The overview was terrible before I sat down and found out how to create my own views.

  I still don't really understand when I get emails about tickets I'm following.
- So Many information not connected for example, Not sure from Accounts whether the customer is SaaS or License, What is the version customer using of our application, what is the Tenant code etc.
- There are a lot of functionalities that are missing from this tool. (we cannot see the SLA, the customer doesn't have a view of any task we might raise ,etc)
- Finding cases involves a few more steps. Also, if you do not have something already bookmarked, it can be very difficult to find.
- Not able to modify entries made on a case / incident etc. Back button does not always take you back to previous screen / path is not logical. Confusing amount of menu options in left hand menu. System often opens in a blanc screen, only option is to close all windows and try again. Not able to set user as unavailable if away on Holiday or sick leave.
- 1. you cannot have more than one tab opened of the system at the same time (you can open them yes, but they will not "stay" the way you opened them, for example cases in one, Customer data in one etc, they always update themselves according to your current active window). 2. When scrolling case list, and when you open a case from page 2 of the list, and then go back, it throws you everytime back on top of the 1st page of the list. So the page you are on doesn't stay. 3. Cannot see version number straight away anywhere which is important. It can only be seen behind the service extra info. And you cannot update the extra info 4. Which leads to wrong extra info behind the service. We/I used to be able to modify customers versions and contact persons etc info in the service notes, not anymore. 5. Too many unimportat messages/notes shown in the case, you need to scroll down a lot and then check every sent/received message one By one if it has some info or not as there is a bunch of messages sent By the system shown on the screen, which doesn't add any value to the case/to us as investigators. 6. Not everybody can see/can Access ServiceNow, for example InvoiceReady consultants and R&D is missing from there and getting help is very slow because of all the copy&paste we need to do. 7. Not any clear processes inside BW how all the fields should be used. We used to have clear instructions for ITSM to what to select from

which menu etc, not anymore. Everybody does what they like, so there cannot be no clear monitoring/calculations based on the current situations. And lots and lots more...
- Not so user friendly for multitasking.

## 3.1 You selected much worse, please specify

- It is maybe good if I am a customer user but it is very not convinient as a support person to use it.

## 3.2 You selected a little worse, please specify

- first of all Servicenow was build as tool. But how it should of been build is that we would have agreed about the detailed process first and then build the tool to follow that process as close as possible. Also the scope of planning should have been wider so the initial release would have not been so raw as it now seems to be. People are allowed to do things the way they want, I kind of like that but system should for you clearer to follow agreed paths on different flows to ensure the quality and as we are missing the overall process the situation is what it is.
- not proper trainings or instructions
- I think that the search fuction in ITSM was better than in ServiceNow.
- There was no proper processes planned before the kick off and because of that there have been several issues how handle different cases in SN. Other issue is that some groups do not have Access to SN who should have. In the start several customers were missing and also several Services were missing from the existing customers.
  Before the kick off It would have been wise to plan all processes ready, perform proper testing, make sure that all Customer are in the system with the correct Services and make sure that all personel who should have Access to system do have the Access.
  Lot of working hours have been wasted because the kick off was held before the processes were ready and proper testing was performed.
- Mostly because it's mandatory to fill in contact person, and I cannot put myself. When making tickets during implementation projects, I would like to tag the ticket with the customer name, without the customer being noticed.
- All BAsware teams are not available in SN and there is no possibility to add internal attachemnts into cases.
- See previous two responses. There are something's I like and others I do not. However, until the Cats/SubCats are expanded, I will continue to be less than satisfied.
- same things as I told already in my previous note.
- - you are not able to edit an internal note;
  - the initial request appears on top, but if you want to see the mail trail you need to go all the way to the bottom and then scroll up - this is not very practical;
  - attachments are always visible to the customer, so internal info cannot be placed in an attachment (i.e., this is useful when transferring a case to a different team).

## 4.1 Where do you miss knowledge (you can select many if needed)?

**Other, please specify**
- I don't know what I don't know :-)
- Making a case task to another team (3rd line) and they don't talk to the customer. This is odd, that the whole case is moved to 3rd line and customer is screaming meanwhile.
- Reports
- what to select to which menus etc
- reports

## 4.2 Where did you learn how to use the system (you can select many if needed)?

**Other, please specify**
- Training made by our Line manager
- Service Now Testing and training from other consultants

- Was the tester
- Foundation Training
- being part of the testing team before we launched
- from my Team Leader, Mariuca Zghibarcea

## 7. What challenges have you faced in using ServiceNow?

- Missing incoming/outgoing emails from the ticket & portal
  Missing services for different accounts
- Normal beginner challenge, toto manage around etc, figuring groups names etc.
  But not anything difficult

- Initially, there existed the bugs like while assigning a case task it was assigned to us and we have to cross check after submitting a case task but now they are fixed.
- Filters are hard to set.
- There are few improvements required.
  Should include configurable refresh timer.
- there was a problem at one point that it would not send emails from cases and we were expecting feedback on those cases without knowing the emails were not actually sent.
- missing mandatory data as a default, like product versions, correct services etc. Also the creation of reports is still bit tricky as I have not seen the fields how they should work and I do not have absolute clarity what I can utilize and how
- Correlation with other teams in terms of how they receive information/issue reports.
- * Intro sessions were given about SN and the various streams however a general way forward of how we should use it as individuals (best practices, clear guidelines/instructions) was missing.
- creating the filters;
  get used with the application in a very small timespan (a couple of days );
  SLA;
  tenant categorization;

- Companies not present in the new Support Portal.
  Services not created for all companies.
  The categorization of the issue is not always the best suited for the particular case.
- Sometimes the task assignment is not saved properly.
  After creating a case task, the system does not return to the original case.
  Hard to find the customer service level in SNow.
- The turnaround for reported bugs and general issue resolution is poor and there's no established path towards finding fixes. Talking to someone who knows someone who knows someone who might be able to fix a ServiceNow bug affecting the customer, is not something productive.
- Minor challenge related to the display, in comparison to the old tool.
- User addition of customer, supplier or company
- My biggest challenges are the lack of processes supporting the tool. We have loads of new functionality, but no common agreed way to use it.
- - In ITSM, we could specify things like software version and so on, I think that being able to specify more specific details directly in the case details is something that could be improved.

  - Not being able to edit work notes can sometimes be a little bit frustrating.

  - Bug-related issues such as close notes not being sent to customer when closing (Read: Resolving) a case. Also where a resolved case don't reopen automatically if the customer update the ticket with a message or email.

- everything is unclear how to proper use functionalities
- There are lots of functionality in reporting tools, but setting them up is not very straighforward; you need to create several different things to get fancy graphs etc. done.
- There have been a few issues regarding the reporting and filter creation areas.
- The concepts, the categories and the states of the documents are cryptic. The whole system of different tyes of documents makesno sense to me.
- Getting to learn how to work with all functionalities of ServiceNow.

- In previous version it was much better to follow internal communication. Now it sometimes is difficult find messages, sometimes email is used and those messages is a bit hard to find.
- Customer has informed that they would like to handle Support requests using only email which is not possible any more. We are not able to add any Internal attachments to cases which are visible to customers.
- Learning to use a new tool
- Sarch for inomfration around issues that is up to date.
- See earlier answers
- I am missing the clear process-descriptions in written format, including the definitions for new categories in use. So what categorizations to use and when. Missing parts: what to do, when customer account data changes? If the services are missing? SLA's change? Service is terminated? How to handle Enhancements/bugs, how do we handle those in SN in all areas?
- There are meny Basic issues that doesn´t work as should for example re-sending emails, attacments, cecking sla for cases in queue. Processes were not planned that all when SN was introducted and that is why working is far more slower than used to.

- Most of the items are not properly linked or do not have proper information.

  Most important part is information about the customer, which products they use and what are the current versions they are using, whether they are SaaS or License.

  We should be able to search the customer easily
- Service Now pages should be auto refreshed.

- there are more sections that must be kept under monitoring
  it is not easy to determine when was the last reply from the customer (both my replies and customer's reply will update the 'Last updated' field)
- - the attchments are not seen by the custmers that do not have an account when these are added in in the comment and not in the email
- No challenges yet
- Finding the right knowledge article even though the right keywords are used.
- Missing the internal attachments makes sometimes working a bit difficult as attachment may contain infomration which is not for customer
- I mostly do my work on IKEA's Idesk Ticketing tool. Hardly I worked for Service Now. If I got stuck somewhere my colleagues helps me out.
- - put myself as unavailable (not getting cases assigned while on vacation)
  - finding employees quick enough (while not knowing in which group the employee is) OR finding the group (while knowing the employee)
- None
- can not share my dashboard with my colleague
  and can not multitask
- The process is quite confusing for support use
- Understanding the functionalities one by one.
- Setting up display filters
  Filtering not saving properly
  You can't edit a favorite filter, have to create one from scratch and save it
- Not standard use cases between departments, sometimes we need to open case tasks, sometimes we need to move the whole case, is not standard.
- Sometimes, I work on a case A and then I need to look for a different case, so I search for case B.
  After I come back and save an action on case A, the system automatically takes me back to case B (which I just closed). This is not always so easy to figure out because this happens instantly and you think you are still on your case A. It can be really frustrating.
- Consultants not having access is troublesome
  Some of the e-mail flows with customer updates are not workign as they should

- The cause codes are not relevant and reports are not correct as per my understandings.
- Lacking of few things that were in ITSM, but these has been reported to SN project team.
- Lack of proper Categorization for Cases has made my reports to clients less informative. These really need to be revamped.

- Creating multiple entities (case, case task, problem, problem task) for a single case. We cannot create a JIRA link directly.
- The major challenge is that we are not fully live. Using 2 systems at the same time has been a problem. We in support have to keep an eye on 2 different systems everyday.
- Facing some challenges with reports as still working on getting versed with the database tables which contain the required info and how to combine different tables together.
- Search functionality needs improvement. There are not many options to search on a specific parameter.
- Conversation summary is looks too long. We can not see multiple conversation on small icon. There is no special tab for case task like case.
- A bit how to make sure that other teams are using it.
- Sometimes the page is irresponsive. Also, the categories are sometimes confusing.
- The functionalities are there but no one is aware how to use them to the fullest.
  There are shortcomings in the current functionalities as well which we hope will be fixed later.
- Not belonging to a group before recently, so could not get any cases assigned.

  A lot of emails not too me, difficult to find out where to turn them off. Have got rid of most, not all
- Whom to approach for solution to my SN problem?
- Everything is fine except some bugs.
- Do not know how to relate a case to another case
- It has to be refreshed time and again.
- related to problem creation, we need to create a problem Task as well for integration with JIRA
- \- Not being able to add internal only file attachments
  \- Viewing incoming emails is still a mess
  \- The "timeline" is not very tidy
  \- Finding the correct customer and product is painfull
  \- I do not like the case task way of working
- Few challenges were there which was already highlighted on Yammer.
- Some Emails are linked directly with Service now.
- not much as of now
- Main problem is lack of process. I do not know how to forward issues to other teams in different scenarios, do I create a case task, incident, problem or forward the whole case. What are the new team names in SN? How to handle high/critical cases correctly. Email functionalities are unusable, if I need to send an email from the case, I first need to save all text and attachments from the case to my machine and the attached everything to the email one by one. Makes no sense, I avoid using the email. The SLA clock is a total mystery, I have no way to sort my cases in order of SLA to process them in that order. Also having to create a case task every time you need to attach Internal attachments is a complete joke.
- Customer information are not up to date or hard to find in service now
- In the section name tenants under comb, we can only search on the basis of tenant code, there are many customers who has different tenant code.
- extracting complex reports
- I have difficulty to handle case because I do not know when the email linking works in ServiceNow or when not.

  Difficult to create reports.
- report creation
- Some dashboards load too slow
- Missing other team groups.
- Just adjusting issues that are normal at any new system.
- In general, getting to use a new tool
- The case notes can become overwhelming to view if there is a long string of conversation.
- same things as I told already in my previous note. The greatest challenge currently is the fact that consultants/RD/etc people don't have Access to the cases there, no visibility.
- it took me a while to get used to the system, even after being part of the testing team, but after the accomodation period I found it more handy and simple to work with than Gateway.
- If customer has sent an email to the servicenow email address and it doesn't show up in the case, we can't troubleshoot by looking at the incoming email reports, like we could in ITSM.
- email responses

- There are lot of challenges faced and ticket management is done very easily and it has helped me learning the concepts in a better way.
- - if you create a case/incident, once you hit 'submit', it takes you on ther home page instead of staying on that page;
  - unable to edit internal notes.
- Cases should be reopened itself once some customer replies on resolved cases
- We cannot send any emails in reply to our previous emails.
- I was bit difficult at starting due to new interface but now everything is ok.
- Not friendly for multitasking.
- - Email Issues and Notification(Lack in coming notifications and sometime we didn't get the emails, mostly if the user in CC send us the email will not receive any notification nor any update symbol).

  - No Option for remote screen sharing sessions, as an additional you can add the functionality
- sometimes its functioning is complex. May be due to the reason that we are the first time users.
- ..
- No such challenges yet

8. What is best about ServiceNow?

- Fast, transparent, intuitive
- Fast.
  Easy to do my own favour filter

- Really fast and interface is very user friendly
- The interface is nice.
- Speed and ease of use
- it is much faster and user friendly than the previous solution
- seems very reliable, fast and definetly a very useful tool as it matures a bit in our usage
- Speed of which it opens the requested information(KB, case, problem).
- General usability
- lots of tools;
  speed;
  clean interface

- Fast, intuitive, fresh look. Many options that I'm not familiar with yet. But all I need is there.
  I like the possibility to create queues adapted to my needs.
  Easier to track a case/task case when it is assigned to other teams.
- Works faster than ITSM.
  Easy to track all postings on a case in a single screen.
  Easy to post internal\customer communication on cases.
  Useful KBs suggessted on cases.
- Filtering, reaction times, UI
- The tool is very fast.
- Speed, reliability and accuracy
- It's a lot easier to structure the work and find the information i need in my day to day work. The communication towards the customer is also a lot smoother, it feels more personal and easy, than the old way of sending emails through ITSM.
- Customization! I love how I can setup my own filters and dashboards.
- looks compared to ITSM, browser compability
- Better UI and almost unlimited reporting functionalities
- Ease of access and how modular it is.
- The communication with Customer is easy.
- The performance, it's much faster than our previous solution.
- -
- It does now crash as often as ITSM did.
- That is easier to follow the work in progres
- Program appearance
- It's not ITSM

- The product itself is great: intuitive and easy to use. Reporting and dashboards offers a lot of possibilities. I see that we can do a lot regarding the automation and add new features to our customers in Portal.
- System does not do logout after two hours or so, performance is fine.
- It has potential of so many good functionalities.
- Faster than ITSM
  More user friendly

- the speed of which the pages are loaded
- Its quick , compared to the previous solution
- The speed and the ease of use.
- Fast compared to ITSM.
- At least it doesn't show any slowness and downtime like ITSM.
- - Speed of the system
  - information thats brought to the user instead of searching for it
- Is very user friendly and simple
- Speed
- UI is good. Speed of loading is fast.
- Its fast and user friendly.
- Speed of actions, good response.
- It is a lot more faster
- the portal for our customers
  the speed and usability for us

- The speed, the ease of use is the best
- GUI is user friendly, Faster than ITSM, lots of features we know/don't know yet.
- Feedback on the Customer portal, albeit with a few negatives, has been overall positive.
- It's beautiful, impressive, fast and customizable.
- The reports and dashboards are amazing.
- Wide range of reports available and with different levels of details. Easy and quick to use.
- Overall I like the ease of use and options to create favorites to keep the cases organized.
- It's speed is good.
- Very basic usage does not need that much training.
- Functionality and features
- Speed , Reports & Dashboards
- So far there has not been necessary to wait days for a token
- Reporting & filtering
- Its much faster
- The number of cases have dropped very much
- It is user friendly i.e. for us as employees as well as for our customers who wish to log a case.

- Notification about SLA's
- - Good performance
  - Looks and feels better in general
  - GUI is more modern
- Interface
- Its easy to use.
- fast and compatible
- Look is more modern that with ITSM. Does not require flash plugin which kept crashing with ITSM. Sometimes faster, sometimes not.
- Interface, speed
- It is fast
- hyperlinks within pages, creating favourites, look and feel, speed
- fast, easy to use
- mode of usage
- The Support Portal for our Customers
- Speed.
- That is much, much faster.
- Visibility for customers, stability platform, clear distinction (ITIL purposes) between case, incident, problem and automatic closures

- Creating tasks and it's a bit easier to find groups
- it's fast/pages and lists load up fast.
- you can see if another colleague or the client is watching the case
- New interface, more efficient search and navigation than we have used before.
- the speed
- The cases can be worked on time,ease to forward to another team, easy communication with the customer.
- It seems to be quicker than ITSM and it has some nice features, such as displaying recent selection for assignee, assigned group etc.
- It is really fast
- It's speed and the reports we can run and updates regarding the cases.
- Facility in comunication with customer.
- Fast and featuristic.
- As such there is nothing that I like in it.
- the case updates are real time.
- ..
- interface

9. What enhancements to ServiceNow would you benefit most from in your daily work?

We are looking forward to your ideas!

- NA
- No comments
- -
- More personal adjustment options.
- Automated ticket routing based on service and type of request/issue
  Improved inbound and outbound communication (possibility to easily add attachments to outgoing customer communication; all emails regarding a case to be tracked in the case regardless of who is the sender)
- Configurable Refresh Timer , some sections required to be improved like incidents and CMDB.
- Maybe it would be a good idea that the email sent and received to be displayed as comments on cases so you will not need to open them separately.
- Add "Save" button instead of Update so that the page remains on the same view.
- There can be addition in the cause code like when we resolve the case, there can be addition in cause code.
- whenever the customer reply on the case, a notification email must be sent to the dedicated agent so he/she can work on that asap and does have to refresh the ticket to check the status.
- Correct version and accurate services should be visible on basic data. Automation of Jira and task should be one focus point in the future as well. What really would help is the clear Support process that everybody follows including knowledge management so we would get the KB to work on full extend to ease the work load regarding the recurring cases. Some sort of automation would be also needed for suggesting next possible assignement groups so it would not take so much time to search from the lists. Small things that help the daily work.
- the speed of service;
  no errors when using basic functionality.
- The ability to group the replies on case would be great! What I mean is that if you have 100 replies, gets hard to follow or to look for that piece of information that you need, and grouping the replies would help with the scrolling on some pages.
- Screenshots that can be available also for the non paying customers .
- Simplicity, organisation, friendly display, easyness in finding whatever you search.
- The Dashboard which briefly describes the overall content of our work load!!
- Fast functionality
- The SLA levels/timings are not easy to find, having this more visible would be very helpful. And i mean this from a management point of view - in ITSM i could very easily see in the case list what was about to breach the SLA and what kind of SLA a customer has, but this does not seem to be possible in ServiceNow.
- proper trainings and instructions

- - Being able to edit your own work notes
  - Maybe add a tab in case view for adding application specific details (To add version and so on, would be especially useful for Alusta on-prem customers)

- The ability to get notifications based on a client's description - for example clients who have the Partner box checked in service now would send notifications to particular people when a ticket is raised.
- ServiceNow-ServiceNow integration, Customer Data completed (CMDB)
- I think the tool is ok. I would prefer a
  1) possibility to delete an internal comment
  2) more visual options for tailoring the user interface
- -
- Following ideas would be handy:
  - Being able to edit an 'internal note' after commiting it.
  - A "search all fields" functionality.
  - Being able to choose if an attachment is customer visible or not.
  - The functionality to relate different cases & incident to each other (without having to create a 'problem' for it)
- Internal attachments would be good to have.
- The option to have multiple custom dashboards that each can personalize
- Search for information.
- Drag and drop attachments to case notes.
  Possibility to update old internal case notes.
- Make it suitable for implementation projects.
- Clear priorities, which case needs to be handled first, chat
- SLA Service Levels specified for each customer account directly in the case.
  Maintain tasks assignments on tasks cases
  Should have the option to add attachments visible internal only\customer only (similar to the communication)
- Pls see SN yammer
- Possibility of linking cases with other cases and incidents with incidents, not only with problem investigation.
  Better visibility of customer categorization and the SLA they have with Basware.
  Better visibility of SLA time left on cases.
  Additional and/or better categorizations / sub-categorizations.
  The ability to add attachments that are only visible internally.
  Support SLA performance reports like they were available from Qlikview in the past.
- Account should contain the information about the version of the services/products they are using and also the Tenant should be linked to the account.

  If possible there should be some check box for queue management perspective whether the ticket is verified by the queue manager and is ready to be picked by the team members.

- The auto refresh of the pages or there should be refreshal time after which the page will be refreshed.

- -to add the attachments in the notification email that the customer receives
- Portability
- If a person could turn off his/her availability while they are on vacations.
  Case should return to unassigned queue if a person has turn off his availability and customer reply on the case.

- Internal attachments.
- The option to link an Incident to a case (just for reference) and the other way around as you can link a case to a problem.
- Notification filter. Too many e-mail notifications are received.
- Data base for Clients and older cases easeier to acces
  more friendly dashbord and Interface

- - put myself as unavailable (not getting cases assigned while on vacation)
  - finding employees or groups quickly
  - assign case/incident/task to previous assignee

- An enhancement I can't say anything about that as I am mostly work for Idesk (same as ITSM for our customer name IKEA). But, I would like to add one thing that, Service Now should have given us a Report like "How many cases I have done till this moment and this month or this year" AUTOMATICALLY. Currently, we do that manually by adding customized quires. So I think that could be something which should come with the package itself.
- Don't really know yet what could be better.
- The possibility to attach files to customer notes
- Adding Internal Attachments
- Multitasking can be added
- Simplify and clarify the process for support usage from support perspectives.
- Introduce round robin ticket assignment so that the manual work is reduced.
- NA
- Better notifications to our emails. When customer replies via email we don't see a notification is hard to miss on those cases since we usually have 20-30 cases in our queue.
- Customer needs to know if a task has been created for his case... not only by us informing them.. they need to see it on the case so they can know that on this case, there is another team that works for his issue.
  Also, we need a clear view of the SLA for each case/customer.

- automation of some of the workflows
- The whole list was already expressed in separate emails
- Already posted to SN project team on Yammer page.
- Update/Revisit the Categories/Subcategories. As mentioned previously, there are not enough Cat/SubCats available to cover and adequately document customer calls. For example, the is no Category for either Analytics/Spend Manager reporting and a large percentage of cases my group handles revolves around this application.
- Integration with JIRA and other such different tools.
- Implementation ER : Case status should be like it used to be in ITSM. As of now if I assign to another team I can do so by setting the case 'In progress' which should not happen and status should change to assigned.

  Product ER : If you hold on to something on the page and drag it by mistake then it send the page to a different link and we have to reload the page again. Not sure if this is some functionality I am not aware of or if it is a bug.

- From Manager's point of view, a few more trainings describing all the tables and what data is available in each table.
- Search functionality needs improvement.
- Time enhancements settings the exact dates.
  Incident Tasks should be more like case tasks. In incident tasks, the last updates are not visible.
- There should be a small Icon/frame where we can see multiple conversations at one look. Currently we need to scroll to read the every conversation.
- Till now all good
- I really like the app, so if there is a REALLY important case assigned to me. I would like to get push notification.

  Would be also good to use "chat" functions related to cases and not getting support via Skype or external email.
- Reports and better understanding of the how to create them
- 1. The ability to trim the search function to give a hit for the searched item rather than to remove the spaces ahead and behind.
  2. Details about Product Categorization
  3. To not have to stop the clock manually every time you open any case.
  4. Hyperlinks in the case to check various parameters rather than to scroll down.
  5. Auto Refresh Pages (Currently only available in limited areas)
- Need to use it more before i can tell
- Integration of Email, Alerts, Chats
- There should be previous assignee option.
  Internal note should be editable.
- *
- its fast speed

- option to related multiple problem with other Incidents and cases.
- When there are a lot of cases in Service Now it hangs, so it would be beneficial.

  Also if possible we need not to refresh it time and again, and gets refreshed automatically.
- don't really know right now...
- -
- integration with jira in an intuitive way
- - Customers and products NEEDS to be better organized in order to create a ticket on the correct customer and product
  - Better way of showing actual email content from HTML emails in timeline.
  - way of adding internal attachments not visible to the customer

- more option needs to be configured to resolving ticket in service now like defined in previous solution ( ITSM ) . sometime feel some difficulties at the time of resolving ticket.
- - improve it not to be so buggy
  - when you browse through pages the same cases show on page 2,3 etc. it is hard for me to keep track of my cases because of this
- Email issue should be resolved.. every email sent to service now will link to a case mentioned in the subjected line. This will helps a lot.
- More details about customer should be there.
- If Im browsing pages and open some case and press back button. SN return page 1. It would be logical if SN return the page where I open the case.
- I would like to get the page to load faster when you open a ticket.
  It seems like the "Timeline" is slow to load.
  When I open a case and try to change a status or something, that part(button) moved downwards when the "timeline" loads.
  This cases me to click the wrong field.
- i would like to have such a functionality via which i can have screen sharing session within the case,with the customer
- Customer Information should be available properly.
  Email functionality can be improvement more.
- Process descriptions! How do we forward cases etc to whom and how in each scenario, high/critical case handling, current list of teams and responsibilities, incident managers. Proper process training and documentation.
  Internal attachment handling on a case, not case task. Email sending from the case so you can attach all the information from the case directly in teh email window wothout having to separately save everything on you machine first.
  Ability to sort cases in order of SLA. Training/documentation for all the options in left hand menu (that we are using, not just in general).
- Right now for every case assigned to our team's queue, we get an email. Since we are in 1st Line, it technically means that we get email for everything, and our mail box is flooded . Please remove it, emails for only for cases assigned to me only.
- can't say any regarding this right now.
- Still lot of stakeholders (consultants & other teams) do not have access to Service now, some system alerts still getting reported in ITSM is causing double efforts
- Email linking and Jira linking should be work
- reporting can be improved if possible.
- very fast
- Out of the box interface between ServiceNow solutions to cooperate better with Customers and Partners using SN as well

- Cannot say anything yet!
- None for the moment.
- A way to search through all possible fields: short description, long description & notes. In ITSM we had this functionality via 'Advanced search'
- It would be helpful if we could modify the notes we create. At times I want to add something to an internal note, but I cannot once it's posted.
- 1. Adding the "Version" field to Case Basic info to be shown to everyone.
  2. Ability to modify the services (version info when it changes, when consultant changes etc).
  3. Access to everybody to SN (consultants, R&D, etc).

4. Being able to open multiple tabs of ServiceNow to my browser, so that they would stay as they indivudual screens and not update themselves according to the current screen I'm in. For example if I open a new tab, where I do a search for an Account, and then go to the other tab and try to open something else there and also use the normal back options inside the ServiceNow, it brings me back to the screen of my first tab. So no usability there currently.
5. Should stay on the page on the list where I am when I close a case, not to update itself back on the start of the case list like it does now (for example from page 5 back to page 1).

- the link between cases and the knowledge base
- -
- Can't think of any sofar.
- Some way of tracking emails from users - if incoming emails are rejected by SN for any reason instead of being connected to a case, it would be good to have somewhere to check for recent "lost" emails: received date, from, subject, to, reason for rejection if possible. ITSM also had a "what happened to the email" status column: deleted, connected to ticket X, created new ticket Y, and who did this (automatically or by named user), so we could quickly find emails that had been connected to an existing ticket instead of being used to create a new ticket (or vice versa).
- There is a problem with incident management in ServiceNow.After sending mail to the customer(external email) the status can't be changed to Pending Customer until the customer notes are filled.
- .
- Being able to edit internal notes: now I always have to save notes internally and then paste them into ServiceNow because writing them directly is currently not a good option.
- No attachments are visible when the customer is non paying. We have to click the "Email" option and then we send it. It should be from the case itself
- We shall have the capability of sending emails in reply of our previous emails.
  -While sending the emails, the attachment button is very near to the send email button, there can be a mistake of clicking the send button while pressing the attachment button, it would be good if this can be changed.
- Ease of usability
- Possibility to attached the files by using public form
- Have the follow option automatically happen when I am assigned a case, so I can rely internally and not look at emails.
- It is easy to use. we can generate lot of reports of different type from it. Which helps in monitoring tasks.
- More User friendly
- .
- 1. Its good if they add the functionality to get the remote session in Service-now.
  2. Email Functionality must be corrected.
  3. Internal notes should be editable.
  4 Most Important: if we revert on any email just for someone information then there is no way to attach the email or just revert on that email, we always need to create a new email.
  5. Internal attachment option will be there.
- please look if auto-refresh functionality can be provided.
- for the daily activities, for the tome being, I think I have available the necessary tools in Service Now to perform my work
- ..
- .