



## Virgin Trains streamlines processes with ServiceNow to transform the rider experience



44%

Improvement in CSAT in first 8 weeks

75%

Reduction in hiring timeframes

20%

Lower operating costs

### Virgin Trains radically improves customer service by streamlining internal processes and service delivery

Virgin Trains is determined to transform the rail experience into a reliable source of enjoyment and pleasure. The company wants to deliver a consistently positive experience that keeps customers happy—and keeps them coming back. When it set out to radically improve customer service, Virgin Trains selected ServiceNow as a strategic partner.

“We’re moving toward a digitized, automated, personalized rail experience that puts customer satisfaction first,” says John Sullivan, CIO at Virgin Trains. “All of that starts with a foundation of streamlined internal processes and excellent IT service delivery, and that’s exactly what ServiceNow brings to the table. Eventually, we’ll be able to use the same system to integrate data and automate processes across the enterprise, in just about any business function.”

### ServiceNow provides Virgin Trains with the visibility needed for continued process improvement

For Virgin Trains, the first milestone on the journey to service excellence was modernization of its IT Service Management infrastructure and applications. The company’s legacy IT service management platform was aging and had limited capabilities.

“Everything we do for customers starts with great support for employees,” says Dean Underwood, Head of IT Services for Virgin Trains. “If you don’t have infrastructure and processes in place that can improve service delivery and grow and evolve with you, transformation is just not possible.”

The focal point initially was transparency. Dean says, “We had no visibility into processes and we had very limited data on which to base decisions that would improve service delivery.”

**Industry:** Transportation

**Location:** London, United Kingdom

**Size:** 3,400+ employees

#### Challenge

Transform rail travel into a reliable source of enjoyment by delivering a consistently positive customer experience

#### Products

- ServiceNow® IT Service Management
- ServiceNow® IT Operations Management
- ServiceNow® Customer Service Management
- ServiceNow® Performance Analytics

#### Solution

ServiceNow® modernizes IT operations with streamlined service delivery to create a better customer experience



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We're working hard to move rail travel into the 21st century. It all starts with modernizing our internal processes, and ServiceNow is the right platform and the right partner to get us there.

John Sullivan, CIO, Virgin Trains

At a previous company, Dean saw that the Now Platform® could integrate applications and data from multiple sources, thereby creating a single source of truth and new ways to streamline IT service management processes.

“With ServiceNow we have data and visibility into processes, so we can take ownership of those processes and continuously improve them,” says Dean.

The Now Platform gives Virgin Trains insight into core IT processes such as incident and change management. “We can quickly understand where failures are occurring, what’s causing failures, average resolution times, and so on—and we can monitor our progress in both preventing outages and minimizing their impact to employees,” says Dean.

“Fundamentally, ServiceNow gives us the data we need to improve the service desk and overall service delivery,” says John. “In the past, we made changes based on what we felt needed changing. Now we have the data to drive better decisions.”

Virgin Trains also streamlined core processes, enabling staff to focus on higher-value tasks. “We’ve automated tasks and simplified processes, for example, making it easier and faster to get needed approvals for changes,” says Dean. “In some cases, what used to take a month now takes a day.”

The modernization effort was accelerated by the ease of implementation of the Now Platform. “The core functionality is all built in—it’s relatively easy to activate the specific modules and functionality you require,” says Dean. “And the platform is cloud-based so scale-up is not an issue.”

## **Better employee support translates to higher customer satisfaction for Virgin Trains, with NPS rising from the mid-20s to over 70**

Modernization brought radical improvements to the quality of IT service delivery at Virgin Trains. But that’s just the beginning of the transformation journey for the company.

“Richard Branson has a saying ‘if we look after our staff, they will look after our customers,’” says John, “Thus, a key part of our transformation journey is constantly improving the service we provide to employees.”

To that end, Virgin Trains began tracking customer satisfaction (CSAT) scores internally. According to John, Net Promoter Scores (NPS) were initially in the mid-20s range, but today they average between 70 and 80.

“We saw a 44% improvement in the first eight weeks with ServiceNow, just from improved hiring processes,” he says. “To us, that score is a measure of how much lost time we’re giving back to employees, and how much more they’re able to focus on what matters most—constantly improving the customer experience.”

John says CSAT increases were attributable to many factors, but the acceleration of processes enabled by ServiceNow was critical. He says, “Employees don’t always analyze why service seems better—they just perceive that they’re getting what they need faster.”

## **Automating tasks with ServiceNow helps Virgin Trains agents resolve customer issues faster**

The next phase of transformation is currently underway with the implementation of ServiceNow® Customer Service Management.



“Customer Service Management will help us automate common customer service tasks and save both agents and customers a lot of time,” says John. “We get thousands of inquiries, suggestions, and requests each year. With Customer Service Management we can issue reference numbers, track cases more easily, and get important data about our customers that will drive future improvements.”

In addition, Virgin Trains will use Customer Service Management to connect departments internally and further expedite customer service. With Customer Service Management, work can be routed from customer service to field service, engineering, operations, finance, legal, and other departments, so customer inquiries can be addressed quickly by appropriate staff.

## **Virgin Trains extends ServiceNow efficiencies to suppliers, creating an end-to-end service value chain**

Recognizing that the overall customer experience also depends on partners, Virgin Trains launched an initiative to create an end-to-end service value chain that extends to its base of suppliers.

“We’re on track to save 20% of our operating budget, and we want to invest some of those savings into our supply chain,” says John.

More specifically, Virgin Trains is restructuring its RFP process to motivate suppliers to use the Now Platform for their own service management processes. John says, “We want to extend the efficiencies we’ve achieved internally to our supply chain to further enhance service and customer satisfaction.”

## **Innovating with ServiceNow helps Virgin Trains deliver a fantastic rail experience for its customers**

Virgin Trains is looking at innovative ways to deliver the rail experience of the future. “We want to provide digital entertainment, easy access to up-to-date schedule information, simplified booking and payment capabilities, the list goes on,” says John. “The Virgin brand has always been about innovation, and we’re trying to be inventive in improving the entire train experience.”

John concludes, “The reason ServiceNow is such an exceptional partner is that their platform is extensible to any business process. ServiceNow is capable of true enterprise service management—bringing service improvement not just to IT but to security operations, HR, finance, legal, compliance, and more. The way ServiceNow connects to the business and business objectives is fantastic. We’re working hard to move rail travel into the 21st century. It all starts with modernizing our internal processes, and ServiceNow is the right platform and the right partner to get us there.”