The digital workplace requires a consumer-centric reimagination of the enterprises’ computing environment. The transformation and operation of new organizational and technological constructs will need more intelligent, and thus effective and adaptable, information technology (IT) service management. Advanced IT service operating models can deliver lower costs, efficiency gains, and better control on overall IT spending while ensuring significantly higher internal customer satisfaction.
Advent of the digital workplace

Today’s workplaces are undergoing an accelerated transformation. End users of workplace computing services are already exposed to newer ways of engagement and collaboration enabled by mobile and social technologies outside their workplaces. The design, management, and operation of enterprise IT services must catch up and enable a seamless transition between employees’ personal computing space and that of the workplace. Adoption of newer technologies, such as mobility, BYOD (bring your own device). Self-help and self-heal platforms, and live support (chat/phone/social media) with the integration of neural systems, can transform the end-user experience and make consumer-centric support a reality.

However, IT leaders must plan the future “digital workplace” thoughtfully. Adopting new technology without considering alignment to enterprise-wide business outcomes and user-experience needs and not following through with necessary operating model transformations and the resulting change management can be expensive and ineffective. Although every organization must evaluate the unique needs of its business and employees, in our experience the following initiatives should be considered a priority.

Enabling multichannel access

Today, an increasing and significant number of end users prefer to try and fix an IT issue on their own before they contact IT support. Enterprise social media communities and self-help platforms with video or simulations can reduce the volume of service requests routed to IT teams, reduce costs, and improve the user experience. Gamification can encourage users to utilize and contribute to self-help platforms and support change management efforts. Chat, email, and/or mobile-based solutions can drive down use of phones and provide seamless support for employees working in an office or any private/public place.

Bringing in intelligent robots

Neural chat, self-learning, voice-based support and self-heal platforms have proven their suitability for end-user support. Runbook-based automation platforms are already effective at substituting many Level 0 and some Level 1 support activities. Soon, these automation platforms equipped with artificial intelligence will replace more Level 1 support tasks. A service desk can evolve to provide Level 1.5 support or business application related support.

![Diagram: Conventional service desk vs. Digital service desk]

Figure 1: Transformation through digital
Developing a BYOD and desktop virtualization strategy

A BYOD and virtual desktops concept holds great promise in reducing hardware costs, but an inadequate design can impact the end-user experience due to poor support, network latency issues, and storage limitations. In both cases, service desks play a critical role in monitoring and identifying user experience variations by analyzing user personas, their needs, and application usage. The insights gathered can be used to refine IT infrastructure and support service requirements for business needs.

Persona identification

Traditional customer satisfaction scores treat all employees and their experiences in the same way. They usually lead to the “green hell” effect by not being able to pinpoint how unhappy employees are with the support services provided. The lack of granular insight also limits the ability to assess if the transformation will have enough change champions who can advocate shifting to newer media (e.g., chat, self-help, social IT support). Transitioning from this one-size-fits-all approach to a persona-based approach to IT service desk operations can increase employee productivity and satisfaction and create better, more strategic alignment between IT and the business. IT service desks must design service delivery to support how users work and what outcomes they intend to achieve. A data-driven approach to identifying the unique needs of cohorts of employees and optimizing their computing environment and support services to address those needs is critical to ensure superior user experience while keeping service costs at a practical level.

Enterprise-wide service catalog

Digital technologies provide an opportunity to consolidate all employee support services under a common umbrella by leveraging a common process for issue management and request fulfillment. Mature ITIL-based IT processes can lead this initiative. All employee support services can be routed through a uniform self-help platform and leverage a common platform (e.g., telephony, chat), ensuring a seamless employee experience as well as significant cost-reduction opportunities. Such an initiative will also accelerate the transformation of other employee services that do not currently adhere to best practices similar to ITIL.

<table>
<thead>
<tr>
<th>WHAT</th>
<th>HOW</th>
<th>OUTCOME</th>
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<tbody>
<tr>
<td>CATEGORIZE</td>
<td>• Touch point mapping and data source linkage&lt;br&gt;• Data assessment audit&lt;br&gt;• Subjective categorization (DBEA) and selection</td>
<td>• Detailed customer journey map&lt;br&gt;• Protocols and Standard operating procedures (SOP) for aggregating all selected DBEA data points</td>
</tr>
<tr>
<td>ANALYZE</td>
<td>• Analysis planning, selecting techniques and specifying parameters&lt;br&gt;• Mapping analytical outcomes by business group and impact&lt;br&gt;• Design analysis and reporting workflow based data latency</td>
<td>• Exhaustive analysis outcomes—segmentation and linkage&lt;br&gt;• Customer experience Analytics calendar—recommended scheduling, analysis reports by business groups&lt;br&gt;• Protocols and SOP for running analysis and reporting norms</td>
</tr>
<tr>
<td>PREDICT</td>
<td>• Develop customer experience design norms and ascertain impact&lt;br&gt;• Ascertain satisfaction thresholds</td>
<td>• Predictive consumer behavior models and simulators&lt;br&gt;• Prioritize investments</td>
</tr>
</tbody>
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Figure 2: Providing customer-centric support through persona management
**Figure 3:** Enterprise service management—creation of unified Systems of Engagement™

**Figure 4:** Cost reduction potential through digital and process optimization

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**Impact lever - categories**

- **Incident reduction**
  - Proactive patch management
  - Self-heal routines
  - Non standard – SWHW
- **End user self help**
  - Solution repository
  - Self password resets
  - ‘How to’ questions
- **Media mix**
  - Chat and web
  - IVR, mobile and SMS
- **Best fit routing**
  - IMACD incidents
  - Biz apps functionality
  - Procurement
- **Remote resolution**
  - Account provisioning
  - Software install/break fix
  - Mobility devices and RAS

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**As is cost**

1. Incident reduction: -20%
2. End user self-help: -13%
3. Media mix: -6%
4. Best-fit routing: -1%
5. Remote resolution: -21%

**Improved cost**

- 50% overall cost saving
Optimization of cost of ownership

Immediate cost reductions of 30% in total cost of ownership (TCO) are often obtainable by consolidating operations and adopting a standard operating model. An additional 10% per year is achievable by leveraging process efficiencies. The possible interventions and their impact on cost structures are depicted in figure 4.

Another key outcome of the digital era is increased visibility across the global IT cost base, which gives the IT decision makers the ability to make the best operational and tactical investment decisions. This enables further process efficiencies within the existing IT environment.

What is required to successfully design, transform, and run an advanced IT service model?

Although the impact of initiatives can be substantial, many organizations struggle to achieve them due to insufficient focus on the IT service management operating model. Figure 5 provides an illustration of the cost structure that exists within a typical environment and the benefits that can be achieved when compared with organizations that have realized the benefits of an advanced IT service model.

Ultimately, deciding to move into a digital workplace involves the consolidation of the global end-users’ needs and business plans. These are multi-pronged, complex efforts that require specialized knowledge.

A practical approach to transformation

Many enterprises struggle to achieve this transformation without experiencing significant complications and costs.

Whatever the conditions and situational preferences, in our experience six criteria best explain the variation in success rates and should be considered when choosing the right partner:

1. A strong quality management framework
2. A demonstrated ability to drive transformation as well as an industrial strength service desk

A typical service desk cost illustration

...which is 20% – 30% higher than industry standard

Above costs does not include overall benefits, facility costs, overheads and IT costs from several BUs which is expected to increase the service desk costs by ~15%

Any recipient of IT services from the BUs have been assumed as an user

Figure 5: Illustrative cost-out walk
3. Experience in managing multiple vendors across multiple domains and geographies

4. Strong analytic capability, often in proprietary frameworks to improve the “intelligence” of the process and improve effectiveness and cost over time

5. Strong synergies between ITO and BPO, as much of the cost structure and effectiveness levers of industrialized IT service management operations can be tapped by these two models

6. A strong governance framework aimed at bringing innovation and alignment to the client’s strategy
About Genpact

Genpact (NYSE: G) stands for “generating business impact.” We are a global leader in digitally-powered business process management and services. Our Lean DigitalSM approach and patented Smart Enterprise ProcessesSM framework reimagine our clients’ operating models end-to-end, including the middle and back offices – to deliver growth, efficiency, and business agility. First as a part of GE and later as an independent company, we have been passionately serving strategic client relationships including approximately one-fifth of the Fortune Global 500, and have grown to over 70,000 people. The resulting domain expertise and experience running complex operations are unique and help us drive choices across technology, analytics, and organizational design.

For additional information, contact, technology@genpact.com and visit, www.genpact.com/technology-impact

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