

NEW WORLD –  
NEW BEHAVIOUR –  
NEW SUPPORT

Getronics

a KPN company

# NEW WORLD – NEW BEHAVIOUR – NEW SUPPORT

We see a new way of working beginning to emerge driving some big changes in the world of ICT support. These are particularly noticeable in the way your employees access and exploit the support they need. These changes are more cultural than technological, and will affect how:

- ICT decision-makers and purchasing executives think about third-party support
- ICT support providers, like Getronics, position, package and deliver their services

We are going to ask how these shifts affect people's behaviour and their expectations of the workspace and especially the related support.

## THE CONTEXT IS NOW

Even though the changes we are about to examine will gain momentum over the next five years, the context is now. Couple the current climate of economic fragility with the new ways people are already using ICT, and they lead directly to three critical support issues:

- **Flexibility:** a volatile economic climate demands that you can rapidly scale support. How do you avoid fixed volume contracts and what do you put in their place?
- **Costs:** when budgets are under ever more scrutiny, we need to minimize support demand and reduce cost. How can we use what is available today to slash support requirements?
- **Personal usability:** people's dynamic and varied use of ICT demands that support is crafted to individual requirements. How can you answer the demand for a more individual response and still manage cost and compliance?

We estimate that most organisations still spend around 70% of their overall ICT budget on maintenance and management. Of that, some 25% is directly spent on end-user and systems support - both remote and on-site - first and second line.

The total ICT 'bundle' of hardware, software and services, for each knowledge worker typically has direct costs around on average €3,500 a year, as also experienced by industry analysts. How much of that is spent on support varies greatly, but estimated very broadly, it comes in most cases to anything between €350 and €1,400, dependent upon used best practices and delivery support model.

## This leads us to two questions:

- How can you guarantee that support is genuinely fit-for-purpose? – (any support expenditure which fails to raise individual productivity is wasted)
- How can you minimise associated costs? – (wiping even €100 off the annual support cost per-user soon adds up significantly)

Some organisations still regard user-support as a commodity service. We believe this is a mistake. If you fail to ask what is particular about your employees' IT support requirement, you risk wasting money and compromising personal productivity.

## SUPPORT MODELS ARE EVOLVING

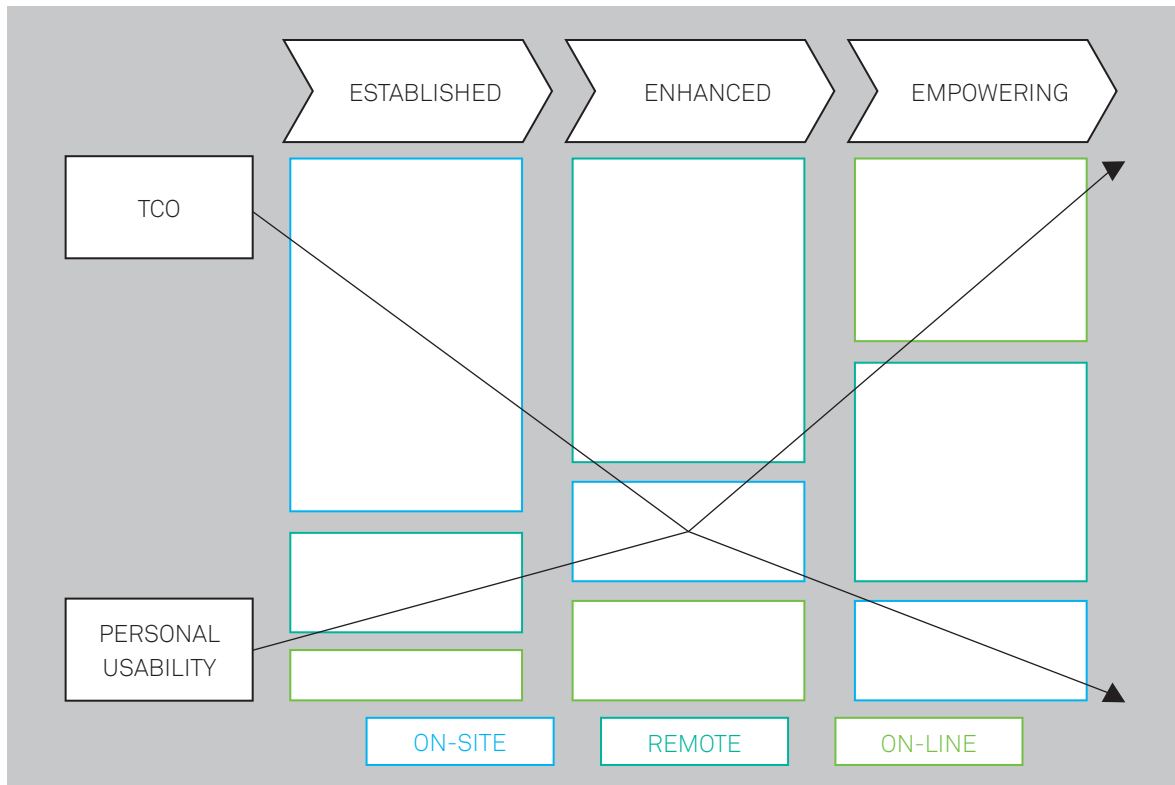
Support models are evolving. We find the following simple summary useful.

Cost is always high on the agenda. This is not just about the cost of ongoing service delivery; it is also about transitioning from one model to the next. Transition costs will be contained if the 'time is right' culturally and organisationally – forcing through change without support or organisational receptiveness will always be high-cost and high-risk.

We've called these models 'Established, Enhanced and Empowering'. In reality elements and characteristics of these models can blend together, while some more traditional businesses will continue to use the 'Established' model successfully long into the future.

	ESTABLISHED	ENHANCED	EMPOWERING
Overall cost	High	Moderate	Moderate/Low
On-going service cost	High	Moderate	Low
Transition costs	High	Moderate	Low-High*

\*Varies according to organisational/cultural readiness (see above)



CHANGING ICT SUPPORT FOR EMPLOYEES		
ESTABLISHED	ENHANCED	EMPOWERING
<ul style="list-style-type: none"> <li>• Heavy on-site presence physically close to the business.</li> <li>• Co-ordination through managed service desk.</li> <li>• First/second level helpdesk.</li> <li>• Contracts volume-based.</li> <li>• Typically minimum selfhelp.</li> <li>• SLA-based.</li> </ul>	<ul style="list-style-type: none"> <li>• Optimised mix: radically reduced on-site presence, rise of remote support.</li> <li>• Greater need to serve 'fixed' and 'mobile' workforce.</li> <li>• Managed service desk still the hub, but becomes a 'service intelligence station' not just a switchboard.</li> <li>• Self-help and auto-fix increase with web-based service models.</li> <li>• Flexible SLAs – needs-based according to community profiles.</li> <li>• Still proscriptive – the ICT Executive sets the service provider and range and availability of service.</li> <li>• Contracts scaled to usage not predicted volume.</li> </ul>	<ul style="list-style-type: none"> <li>• Virtual – 'face-to-face' encounter anywhere – and costed accordingly.</li> <li>• New-dimension self-service – the employee chooses (ICT executive does not dictate).</li> <li>• High adoption levels of online driven by consumer experience of blogs, wikis, chat, forums and whatever comes next.</li> <li>• Path to social software integration.</li> <li>• All fixed contracts minimized with pay-per-use/resolution dominating.</li> <li>• Service providers become service portals and integrators for extended ICT support.</li> <li>• Support hybrid – cloud architectures.</li> <li>• Service 'as a service'.</li> </ul>

## THE 'ESTABLISHED' MODEL

Traditionally, user-support was on-site with the managed service desk as the support hub, directing resources to where they were needed and providing first level support over the phone.

Extensive use of this model is still widespread, especially in organisations where remote and multichannel - self service - ICT offerings are yet not used in its full potential. These organisations typically bundle the service desk with second/third line support either on-site or nearby. They focus on phone and face-to-face support and tend to provide a one-size-fits-all service. The service is close to the business and matches local oriented business needs and culture.

Typical charging is based on quantity, either price-per-hour, or price-per-case.

This approach is still popular where client/server architectures dominate and decentralized delivery models exist.

Employees who use the 'Established' support model are less likely to be encouraged to think and work using their own initiative - like the systems they use. They are more heavily regulated and controlled.

## THE 'ENHANCED' MODEL

The 'Enhanced' model is possible largely because of web connectivity. People still need hardware help from time to time, but we can now count on their web connections and more centralized support for a significant proportion of support.

(And because people are networked, support for networked business applications, mail, conferencing, internet access - and for ERP and CRM systems - is becoming even more important).

'Enhanced' organisations are on their way to adopt the potential of ICT like self service concepts pulling and triggering delivery support preventing work known as 'Shift Left' as shown in figure on the next page. It is designed to act as proactive entity preventing and reducing work and create increased enduser satisfaction through easy and fast resolutions.

Centralisation, standardisation, automation, elimination and virtualisation are keywords here.

It offers **more convenience** with interaction channels of personal choice (like web self-service and online chat), **reduces the input** like problem management, active knowledge base, user instructions, self provisioning (like self ticketing, resolution/knowledge management, request management, password reset, user service feedback), using new technologies and solution adoption programs to drive timely end-user adoption and consumption behavior to enabling technologies. Lastly it **reduces the throughput** and prevents more expensive 2<sup>nd</sup> and 3<sup>rd</sup> line support by using scripted procedures, patch management and first time right approach, 'virtual' on-site support through remote desktoppc visits, event correlation, proven ITIL service processes and ICT architecture blueprints.

It brings optimal cost - quality - flexibility levels in combination with consistent global support and personal convenience; interaction channels of choice. Enhanced organisations are also considering the potential of one true Single Point of Contact for workspace applications, devices, voice, media, printers, servers, network to anyone, on any device, anywhere and anytime supported.

Users depend on networked service and information access. For them, remote access to expert support becomes the only viable option.

In the 'Enhanced' model, service providers increase automated service delivery and this, in turn, allows the employee to create a more personalised mix of service.

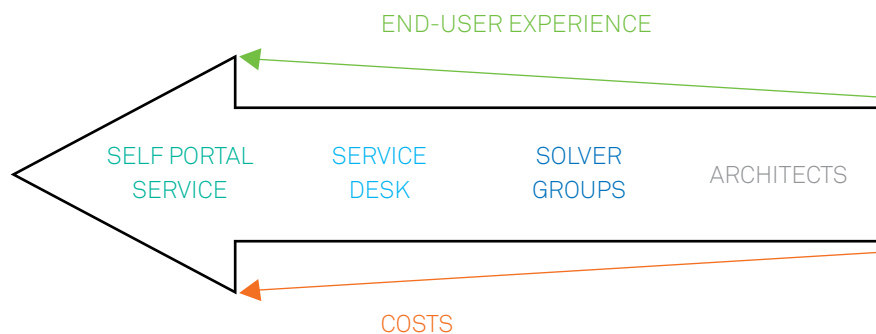
The difference between 'Enhanced' and 'Empowering' lies predominantly in how these choices are managed. In the 'Enhanced' model, the ICT Executive decides the service menu and the employee (or line manager) chooses from it, controlled by client ICT Executive. A similar degree of control is exercised by the service provider, and contracts and costs are managed accordingly - typically charging per-seat, on the basis of the predicted volume by channel.

In the 'Empowering' model, things are different.

## THE 'EMPOWERING' MODEL

### In the 'Empowering' model of ICT support:

- The service provider needs to compete for business on an individual level and provides strong portal self-service functionalities with more and more added support features and connections to other sources. However the user is determining what is used.



- Individual service users (with different attitudes and ICT maturity levels) decide more and more for themselves which ‘provider’ or support source to use for support services like self service portal with growing features, phone, mail, chat, peer to peer support, wiki, forum and related third party websites.
- Overall high adoption of new integrated online technologies and self-service in the end possibly overtaking phone as preferred contact method, thanks to higher – online – employee support expectations and adoption driven by consumer experiences.
- An effectively utilized and managed support organisation will evolve to best serve the needs of both different type of users and the provider itself, supported through the self service portal as ‘pull mechanism’ steering the back-office enabled by a pre-defined service catalog.

The workforce is more techno-savvy. When people already feel comfortable with social networking, wikis, instant messaging and the rest – they accept them and expect them to be part of their support mix.

(This also re-introduces the idea of peer-to-peer support. Because the scale of the peer-to-peer community however is almost limitless, people can contribute without sacrificing productivity. Responsible behaviour, however, must be learnt. The best way to prevent abuse is to ensure that people’s professional goals are clear, and that they are measured and rewarded on performance. That way, you won’t get a €35k junior analyst spending all day explaining to the world how to set up smart data filters for free.)

**In the ‘Empowering’ model, the individual also gives something in return by simply using the service:**

- Each user of the service contributes incrementally to its reputation and momentum.
- Each user of the service contributes to the service provider’s understanding and knowledge base – the more it is used, the better it gets.

**In the ‘Empowering’ model, many of the techniques of the previous models continue to be employed, but there are also some fundamental changes:**

- Rather than be told which service provider to use, individual employees develop their own preferences. This may be guided by company policy and peer usage, but it is a choice and not an order.
- The service provider needs to earn loyalty at every level – winning business through the quality of the service portal and of the related connected services by providing and maintaining a total support platform through which the services are accessed. Maintaining this service portal with actual information from service provider, user base feedback and third parties will be more crucial than ever. Some may be ‘owned’ by the provider, but many may be offered by third parties.
- Pure fixed price/fixed volume/fixed term contracts no longer apply.

**The ‘Empowering’ model brings a win-win model:**

- The user experiences an increased end-user satisfaction and personal usability and control with easy to use on-line and traditional support channels based on personal preference
- The business and ICT organization is faced with reduced cost, increased productivity and motivated self-reliant employees adopting new way of working with web enabled mobile devices, work anywhere, anytime and consuming virtual and traditional support services.

#### CULTURE AND GENERATION

At Getronics, we already see demand for this ‘Empowering’ model becoming a reality, and our company and services are evolving as a result.

In terms of user-support, for example, we are integrating the pure IT service heritage of Getronics with the communications expertise of our mother company, KPN. By enriching the service portal to ITC, we give people more reasons to work with us.

As we move forward, this will increasingly extend to a whole range of innovative and specialist third party service providers, all of whom add value to our position as a service integrator, giving our clients more reason to do business with us.

As the new generation of 'digital natives' enters the workforce, this service delivery model becomes even more relevant. These employees expect wikis, blogs, click-to-talk, semantic support machines, and whatever else comes next.

Organisations are changing to exploit these new working perspectives, and that means new opportunities to deliver 'support plus' – support plus education, ideas, suggestions and more. ICT support is no longer about just fixing problems.

#### RECOMMENDATIONS

We have asked how new support models affect and empower the individual employee. For Getronics, these three models are practical aids to service planning and strategy. We use these frameworks with our clients to assess the maturity of support processes and to help define effective support strategies.

These three models are blended in different proportions in many of our service engagements. Even though for many organizations, the full effect of 'Empowering' lies in the future, it is a good idea to start thinking now about the implications for three critical reasons:

- **Personalisation** - Your workforce is under great pressure to outperform - failure to provide tailored personalised support ties one hand behind their backs.
- **Costs** - Tailored support must be delivered cost-effectively - that demands the fullest use of automation and self-help.
- **Integration** - Overall support management demands simplification, even though the scope is expanding – and this leads to integration of IT, telecommunications support services, and more.

There are many other dimensions to the support landscape, including communications and the management of enterprise information and processing resources. Getronics is active in both of these specialist fields and we would like to use our experience to give advice and guidance in this area.

The Getronics approach is forward-looking and highly collaborative. Moving to new support models is not a big-bang event, and we make the following practical recommendations to any decisionmaker concerned with the quality and cost of delivering ICT support for a productive workforce.

- Audit all current support contracts and invite your incumbent suppliers to think ahead – feel free to use Getronics' three support models as a framework for analysis and discussion.
- Establish your current costs of support services from all areas to provide a baseline for cost savings.
- Dig deep into your user community – and find out:
  - How people really get the support they need – do they get more from Google than they get from you?
  - How satisfied they are with official support services – where do they see gaps?
- Aggregate existing support contracts – this increases your purchasing power with providers and gives them the opportunity to create synergies which work to your advantage.
- Rigorously check all support functions to understand:
  - If self-service is an option
  - If yes, then what channels work best for your different user communities
- Decide internally what forms of 'group self-help' would work for the organization and how these should be implemented and supported within the organization.
- Review all support reporting – intelligence is key to plan support strategy. It must be evidence-based and it must provide clear costs. If current reporting limits your ability to do this, make improving the quality of intelligence a priority.

People deserve support which will allow them to achieve even more. If you would like to discuss how to approach the new world of support and how to minimize all associated costs, we'd love to talk and support you.

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