

# SYSTEMS OF ENGAGEMENT

**With your users leading the way, it is time to think about just how engaging you are.**

The consumerisation of IT has evolved from employees wanting to use their own personal devices in a business setting, to the need for organisations to design their processes and interfaces to reflect the personal use experiences their employees demand.

This isn't just a phase. The power shift to the user has put the Digital workplace firmly at [or very near to] the top of the CIO's priority list. Business demands on IT to help drive productivity and employee engagement are growing, and that isn't going to stop any time soon.

Traditional corporate business systems have been developed to process data and store information, and as the value of information has begun to increase there has become a sophisticated and often highly integrated landscape of systems of record that today is broadly complete and fit for purpose. We can continue to improve it – with cloud, automation and analytics playing their part in optimising the way data is stored and processed – and of course we need to ensure that these systems are maintained and developed as the business changes and its interactions and ecosystems expand. But great systems of record do not a happy, enabled user make, and they are not the driving force behind improved productivity or satisfaction.

Delivering real business benefit from these systems depends heavily on the experience of the users in the business, and these experiences start with the interfaces that support their engagement with the capability of the IT function.

Traditionally these interfaces would have been primarily telephone-based helpdesks, sometimes web-forms, and too often a tap on the shoulder of a passing engineer. Now, as organisations invest in the next generation of ITSM tools with



improved experience, cost reduction and efficiency in mind, the native capability they're buying as standard can transform the core IT tools from systems of record into systems of engagement. Portals and apps can be created at the click of a button, and the way users can record, access and transfer information is therefore digitalised and transformed.

That's the theory at least.

The challenge in converting that theory to reality is that to design and implement an effective ITSM tool, businesses need to stop thinking systems of record and start thinking about engagement. Implementing a new ITSM tool is the single biggest opportunity you have to transform the user experience for everyone. The conditions for success when transforming the engagement experience for diverse communities of users who expect a 'consumer experience' cannot be met by stitching together traditional IT processes and services.

If IT departments use ITSM tooling features to expose all the functions of the IT department like a Swiss Army knife, you can be certain that they will fail to truly engage and enable the users, which in turn will fail to deliver the business benefits of the Digital Workplace.

Starting with the end in mind is essential in developing your next generation system of engagement. Our experience supporting over 2.5m users across all sectors has helped us to shape the 4 key measures that should shape your ITSM change programme...

1

## PAVE THE 'DESIRE PATHS'

Adoption and usage is the key measurement of success for any system of engagement. In all organisations users will tread a path of least resistance to resolve IT issues and remove barriers to success in their engagement with internal systems and services.

So are your users following the path you've created, or are they still tapping that engineer on the shoulder? Are they actively using the designed experience? When we get it right, we see a significant change in the way users engage with IT.

Some of our customers have seen up to **80% of their IT contacts shift to online** within 6 months of deploying their system of engagement. **80%+** of password resets are being **completed via self service**. Webchat interactions **overtaking traditional voice**.

Adoption of the solution must be voluntary and natural. The experience must reflect the users' desires and experience goals.

Forcing your user down a path by blocking off the others won't solve the problems you're trying to address. Which leads us to point 2:

2

## USER SATISFACTION

A solid system of engagement will satisfy your users. Their experience will be modern and consumer-like and they will find the path you have designed at least as easy as the short cuts they used to take.

Measuring satisfaction in these systems is best achieved in the moment.

"Was this article helpful?"

"Did this **solve** your problem?"

"**Rate the service** you have received today"

Consumer-like services should have consumer-like feedback mechanisms that capture real sentiment as it occurs. Of course, you should also see complaint levels dropping – another measure of success.

And more and more often you can begin to track a direct correlation between the systems of engagement presented to your users, and the engagement and enablement scores you see within your business.

3

## INCREASING THE DIGITAL FOOTPRINT

A signifier of the success of your system of engagement is not just that it is used, but that it continues to grow as it is used. The knowledge that the system holds should be continually expanding as your users demand more from it and add more to it.

Crowd-sourcing is a common notion in the consumer world, and users are accustomed to sharing their experiences with others, or demanding help from them to solve their own problems. Listen to your users and grow your value in line with their needs.

4

## YOUR FINANCIAL BUSINESS CASE

There is no mistake in putting this measure last. Achieving operational efficiency or reduced operating and licensing costs will no doubt have in some part informed your business case, but if you put these goals at the centre of your development strategy you will not achieve them. Your services will only become more efficient if users use them the way they were designed to be used. See point 1 again.

A key financial measure of success is the productivity of the users you serve. A well designed system of engagement will give your users more time and energy to focus on their role. Their engagement with IT is easy and paves the lowest friction path to getting back to work. You start with the desire path and then monetise it, not the other way around.

# DEFINING THE PATH

With your system of engagement selected and your business processes understood, the journey to adoption – paving the paths your users want to take – relies on developing a sound understanding of your users, your suppliers, and the knowledge you hold within your IT service.

Think about the user paths and build knowledge, re-engineer processes and integrate suppliers to create a seamless, low friction experience. The way your IT organisation works needs to change to support the experience you have designed.

Then it is time to look at your IT organisation. Is it designed to drive a “digital first” culture? Do your support teams understand the paths you’re paving? Do your suppliers understand what you are trying to achieve?

Training and motivating IT support personnel is vital to the success of your system of engagement. You need your people to inspire confidence in user communities of all ages, cultures and role types. Your suppliers too need to embrace the change and support you in driving a digitalised experience for your users. We know from our experience that early engagement and communication is vital in making sure that there are no barriers built on our newly paved paths.

## CRITICAL MASS

When you’ve got these solid foundations in place the user interface can be whatever suits the user and fits with policy. Natural language in mobile and fixed voice communications, social media, corporate messaging and more can all be enabled once the knowledge, product and processes have been digitalised.

It is worth noting that specific functionality modules delivered in isolation do not generally work for users anymore – password reset portals lie unused and standalone knowledge databases slowly gather virtual dust as their contents sit unsearched. To deliver a naturally consumer-like experience it is vital that your system of engagement addresses the functions that your users expect to see. There must be a critical mass of features so that the user is naturally drawn to it regardless of query type.

If it has been designed with the user in mind and has had strong adoption support, a good digital experience will become as default a source of support as the helpdesk telephone number.



# HOW COMPUTACENTER CAN HELP

Computacenter is committed to enabling users and their businesses. We have award-winning expertise in designing, building and configuring user engagement interfaces and services. Having developed and deployed our own NGSD system of engagement, we have gone on to share it with our customers, and to help them achieve the same benefits from their systems too. With extensive experience across a range of ITSM toolsets, we can ensure that the IT services you deliver truly empower and engage your users.

Computacenter’s family has recently grown, with TeamUltra now a new and welcome addition. Together we can help customers to get the most from ServiceNow to pave the desire paths of users, reduce cost and complexity and drive greater integrated IT services. As a ServiceNow Gold partner, we have the largest and most experienced team of dedicated ServiceNow professionals in Europe. We can help our customers to extract maximum value from ServiceNow now and for the future.

