Capgemini

Eliminating the trade-offs of digital support

Deliver a superior support experience, higher resolution rates, and lower costs.

Introduction

The service desk is the face of the IT department. It's the single, central source of support for employees, contractors, and IT staff. It's there to resolve issues and fulfill requests quickly so workers can remain productive.

But for many companies, the service desk is a source of excessive costs and end-user complaints, not business advantages. In many cases:

- Support is available only through limited channels during limited hours
- Resolution timeframes are unacceptable
- There is no way to tailor support to different personas, or different roles and needs
- There is no means of prioritizing the most business-critical issues
- The support infrastructure doesn't scale or accommodate new technologies or devices
- There are limited metrics to gauge whether the service desk is actually delivering the value the business expects

It is time to modernize the service desk. There is a way to harness the advantages of service automation, accelerate resolution and fulfillment rates, and satisfy users—while actually cutting the total cost of support. It's called the Digital Service Centre, and it is delivered by Capgemini. This paper describes the approach and the advantages in greater detail.

A Closer Look at What the Service Desk Should Be

In the past, IT management viewed the service desk as a cost center—a necessary but expensive capability it was obligated to provide to employees and staff. Therefore the focus was on cutting per-user transactional costs. This was achieved primarily by implementing the lowest-cost infrastructure and technology, by hiring the least expensive competent support agents (often through outsourcing), and by making every effort to increase the efficiency of support processes.

Today, however, a combination of technological trends and market forces is quickly changing the traditional view of the service desk. For example:

- Mobile computing, social media, app stores, and other consumer trends have made employees far more "digital-literate" and have changed their expectations about support. Simply put, they have learned to expect instant gratification. They expect to receive answers to their questions, fulfillment of their requests, and resolution of their issues right now. And they expect to receive this high-quality support over their preferred channel, using their preferred devices.
- The rapid evolution of cloud computing has opened the door to new ways to deploy support services at a lower cost. For example, the cloud makes it technically and financially practical to expand support to new channels, to scale up support infrastructure on demand, to take advantage of utility pricing models that reduce total support costs, or even to outsource the entire support function to service providers.

The net result is that forward-looking companies are starting to see the service desk in a whole new light—not as a cost center but as an opportunity to create a higher level of productivity, new strategic advantages, and competitive differentiation.

Digital Service Centre
The single point of entry to multi-channel IT services
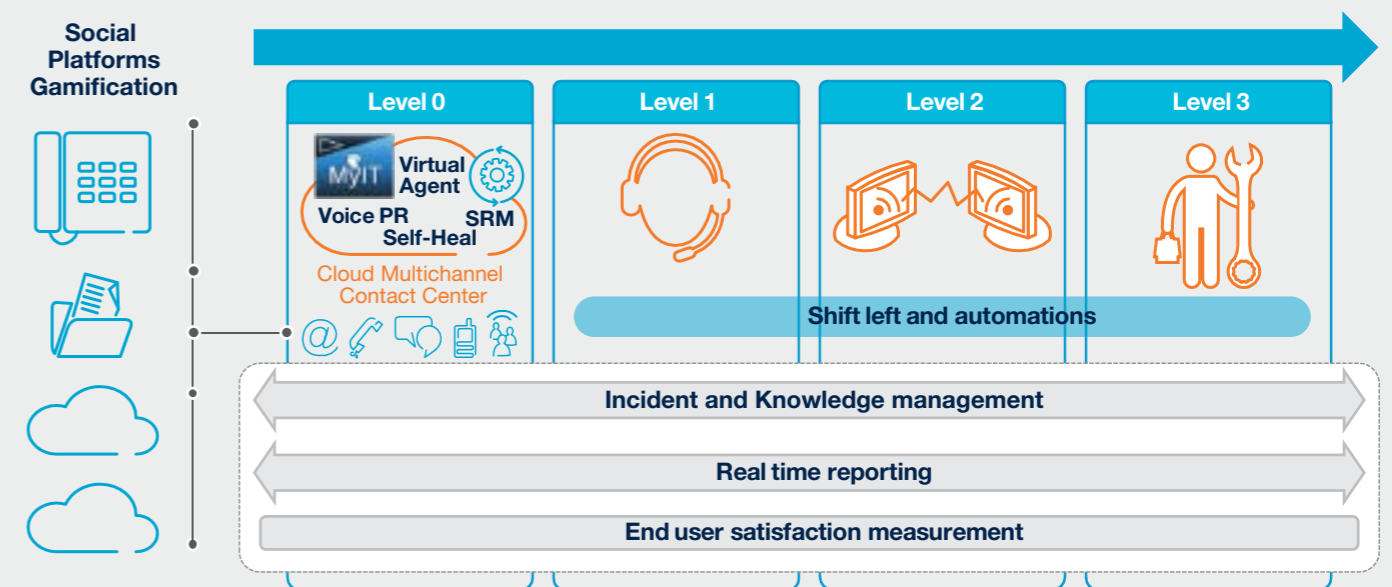
Business and IT leaders are recognizing that improving the quality of the service desk is an urgent priority, not a wish-list project. So they are reassessing the role the service desk should play—for end users, for the IT department, and for the business. And they are perceiving that in order to maximize business value, the service desk should deliver the following characteristics and capabilities:

It should empower end users rather than constrain them

In the past, employees and contractors were IT's subjects. Those days are over. The BYOD movement has given end users more control and freedom of choice in everything from the devices they use to the apps, websites, and data they access. This "consumerization of IT" means the service desk must become more user-centric. The user experience must empower people to work more productively, on their terms. Specifically, the modern service desk must:

- *Support multi-channel, multi-device access to support services.* Phone and email support alone won't cut it. Users need access to fast support over their preferred channel, including web-based chat, text, instant messaging, virtual agents, even biometrics.
- *Accommodate multiple personas.* Support offerings should be tailored to the specific needs of multiple roles, geographies, and priority levels.
- *Scale on demand, 24/7.* Support should be reliably available to all authorized employees, 24/7, across departments, lines of business, remote offices, and even newly acquired or merged businesses, and it should scale quickly to meet unexpected spikes in demand for support.

It should help IT align with business priorities

The service desk must serve the business while it serves end users. These goals are not in conflict. In fact, by improving end user productivity and job satisfaction, the service desk can actually help IT align more tightly with business goals. To do this, the service desk should:

- *Demonstrably increase employee productivity*. It should help employees get more work done faster and equally important, it should provide meaningful performance metrics that quantify the productivity gains and the business value of those gains.
- *Cut support costs and improve efficiency.* Broadening the service desk to include more channels also provides IT with an opportunity to re-think current support processes in order to improve efficiency. It is an opportunity to incorporate more automation and service orchestration, as well as to experiment with new deployment options that could cut costs.
- *Supply and analyze data to fuel continuous improvement*. The service desk generates huge volumes of data that should be used to spot trends in consumption patterns, predict problems so they can be resolved before they result in downtime or other issues, prioritize incident resolution and request fulfillment based on business value, and drive constant improvement in support capabilities.

It should recast IT as a true service provider

The reputation of IT—in the eyes of employees as well as business leaders—is more critical today than ever. With industry pundits, analysts, authors, and consultants all weighing in on the future of the IT department, and with many of them predicting a diminished role for IT as we know it, now is the time to demonstrate clear business value and relevance.

Modernizing the service desk can be a critical step on the road to improving IT's reputation as a true service provider and partner to the business.

It should take advantage of gamification

One of the elements for increasing user engagement and driving organizational change is gamification. This includes not only applying game elements and techniques to the business environment, but also engaging multiple groups of employees and increasing their motivation.

Using gamification within the organization engages users in activities covering multiple areas of the business and delivers information in extremely memorable and effective ways. Gamification also brings benefits to a wide range of stakeholders, from the IT department through increased use of their tools and decreases in cost, to end users through higher levels of engagement.

It should support and integrate into your transformation strategy

More than 90 percent of multi-national companies are in some phase of changing their business models today.[1] While some of these business transformation initiatives will succeed, many others will fail. What's the difference? Many transformation initiatives focus on long-term projects that cannot deliver immediate business value, and as a result they have difficulty building buy-in and support for the overall initiative.

A service desk modernization initiative can serve as an early, quantifiable success on the road to business transformation. By providing tangible results quickly, it can build support for the transformation strategy among all stakeholders, including employees, IT management, and business leaders.

Answering the Call:
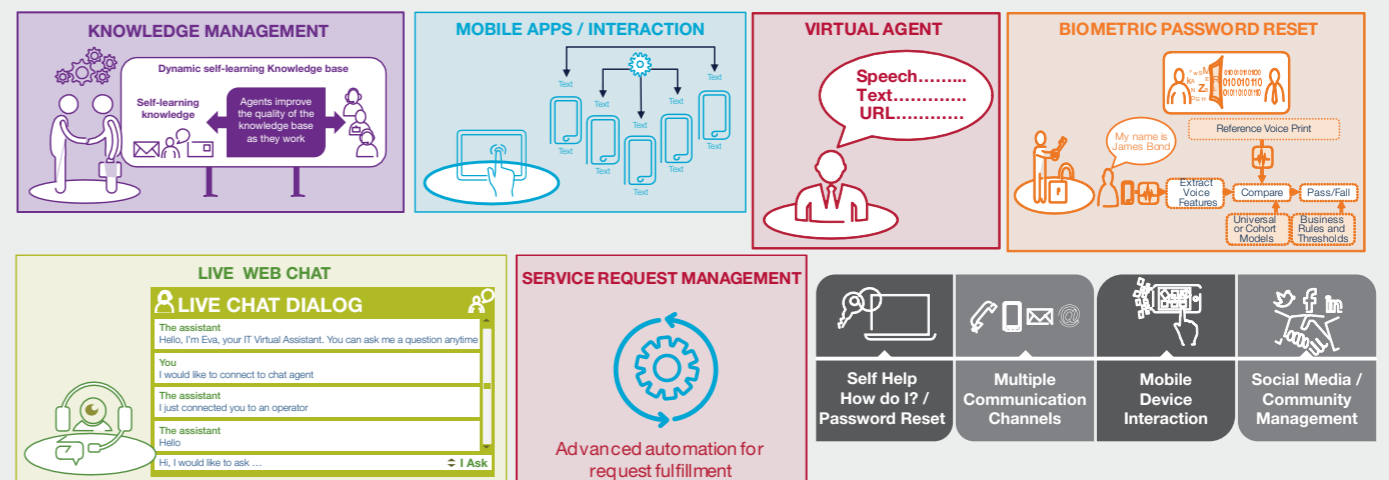## The Digital Service Centre

Capgemini's Digital Service Centre is a price-competitive managed service offering that provides a single point of entry to all IT services, multi-channel support for IT incidents, and automated service request fulfillment.

The Digital Service Centre manages all user interactions and is accessible through a wide range of channels, including voice, email, web, chat, text, instant messaging, virtual agent, and biometrics. It is available through virtually any fixed or mobile endpoint device, so it accommodates user preferences. It also provides global coverage with support for over 30 languages.

With the Digital Service Centre, employees and contractors can now take advantage of sophisticated self-help capabilities based on an extensive knowledge base, while retaining access to support agents as needed.

Digital Service Centre: Fast, flexible support
Incident management and automated service request fulfillment through multiple channels.

Managing all interactions, on all supported devices, over the user's preferred channels.

The Digital Service Centre offering harnesses multiple channels to personalize and expedite support services.

This capability supports "shift left" strategies—support solutions that are one degree simpler and one step faster than traditional agent-only solutions. In short, it helps accelerate incident resolution timeframes while also minimizing agent involvement, reducing OpEx. At the same time, it increases employee satisfaction with the support services they receive, enhancing the image of IT in the eyes of end users and business leaders.

Clients who have taken advantage of the Digital Service Centre have achieved a broad range of benefits including:

- *Higher productivity.* Automated processes and higher resolution rates translate to less time requesting and receiving support, more time working.

- *Lower costs.* The use of automation and more productive support channels brings down the cost of high-quality support.

- *A better user experience.* Fast, flexible support is available through any channel the user prefers, any time, from anywhere. This modern digital communication caters to Gen X, Gen Y, and Gen Z employees and contractors, which helps the enterprise recruit top young talent. The Digital Service Centre also brings consistency to the user experience and consistently high user satisfaction across the enterprise.

- *Faster approval and fulfilment timeframes.* The automated service request process of the Digital Service Centre accelerates fulfilment.

- *Compliance with industry standards.* The Digital Service Centre provides ITIL-based service management which complies with industry standards and includes embedded Incident, Problem and Knowledge, and Service Request Management.
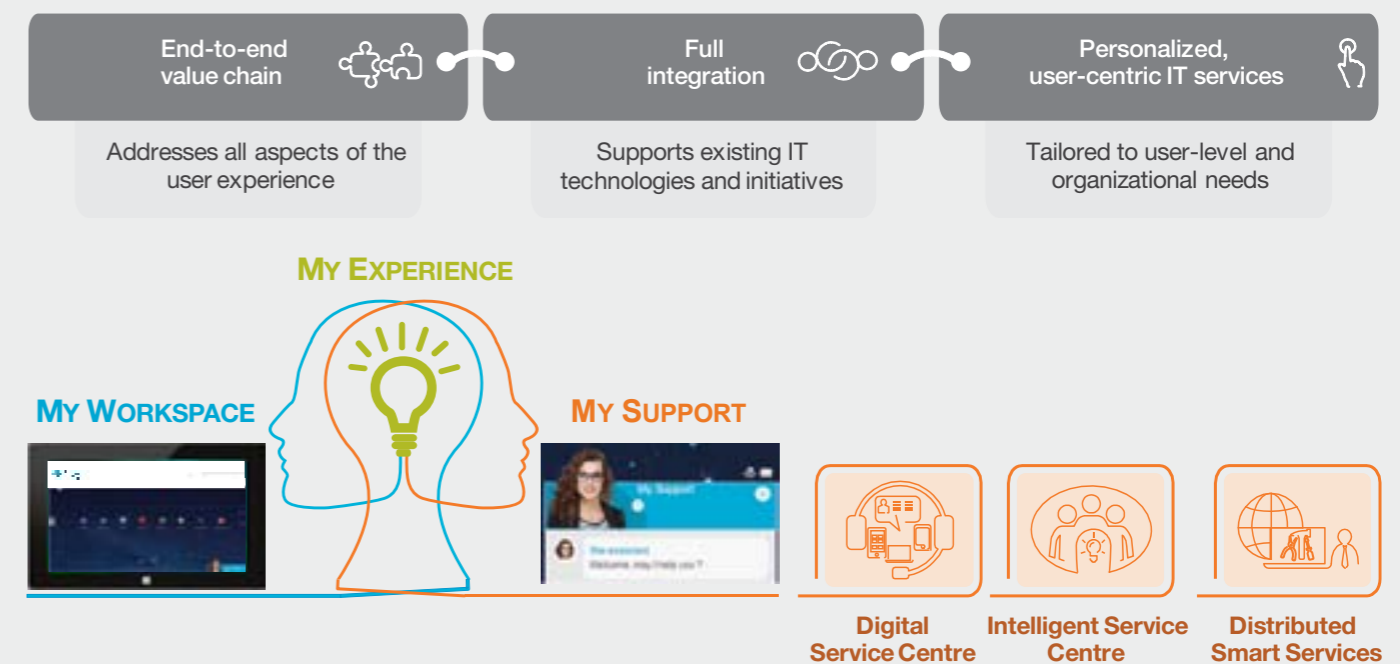
Advantages of Outsourced Support

The Digital Service Centre is an outsourced, managed service offering. As such, it provides several advantages over digital support solutions that are designed, built, deployed, and maintained in-house. For example:

- *IT can focus on its core competency.* For substantially less money than it costs to build and maintain in-house support infrastructure and expertise, IT can simply take advantage of a managed service. Digital Service Centre provides high-quality support that satisfies end users and business leaders alike, so IT can focus on its core charter.

- *Your business profits from the experience of specialists.* Capgemini has core competence in incident resolution and request fulfillment, and your business is the direct beneficiary of their combined knowledge and expertise. In addition, our agents become intimately familiar with each client's technologies, support processes, and business processes.

- *Support scales cost-efficiently.* Capgemini offers extensive global coverage and the ability to scale services on demand, so clients get the resources they need, when and where they need them, at the lowest possible price. The result is a lower cost-per-user or cost-per-transaction than is possible by building and maintaining the support infrastructure internally.

- *Downtime is minimized.* Relying on an outsourced service that is managed by experts can help eliminate the errors and downtime that could otherwise occur. Consider both the hard-dollar costs of downtime, such as unexpected repairs, and the soft-dollar costs, such as idled employees, missed service-level agreements, and a tarnished reputation for IT.

- *More time to innovate.* One of the highest costs of the do-it-yourself model is opportunity cost. When IT staff are spending excessive time responding to user

My Experience: Integrated, complementary offerings

End-to-end value chain	Full integration	Personalized, user-centric IT services
Addresses all aspects of the user experience	Supports existing IT technologies and initiatives	Tailored to user-level and organizational needs

MY EXPERIENCE

MY WORKSPACE   **MY SUPPORT**

Digital Service Centre   **Intelligent Service Centre**   **Distributed Smart Services**

issues and IT management is spending time trying to improve support services and infrastructure, it's time they're not spending on innovations that could more directly deliver business value and competitive advantages.

Every business is resource constrained. Why use precious resources on business functions that aren't a core competency? Don't do it all yourself because you can. Do it only when you absolutely have to.

Equally important, the Digital Service Centre offering is an integral part of Capgemini's My Experience portfolio of services. Together, the My Experience offerings create a seamless work environment that combines any-app/any-device flexibility with responsive, adaptive support for a superior business experience.

Capgemini

People matter, results count.

Explore the Possibilities.

Contact your local Capgemini representative today for full details about the
My Workspace offering or any of the complementary My Experience services. Or visit **www.capgemini.com** for additional information about the full spectrum of Capgemini services.

For further information please contact:
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About Capgemini

With more than 180,000 people in over 40 countries, Capgemini is a global leader in consulting, technology and outsourcing services. The Group reported 2015 global revenues of EUR 11.9 billion. Together with its clients, Capgemini creates and delivers business, technology and digital solutions that fit their needs, enabling them to achieve innovation and competitiveness. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

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