



# Next-generation support is business-focused.

By providing a business context for service desk improvement, IT can improve outcomes for the user, IT, and the business.



# Introduction

The service desk is the access point for all IT support. Recently, it has also been the focal point of considerable discussion among business leaders, IT executives, and end users—because at many companies all of these stakeholders want more from the service desk, immediately.

- The **CEO/COO** wants to find new ways to increase the productivity of the workforce, raise business efficiency, and create new competitive advantages, and wants the service desk to support those goals rather than get in the way.
- The **CIO** wants IT to become a true service provider and partner to the business, and wants the service desk to be an integral part of that effort, not just a cost centre. Many CIOs now see the service desk as a starting point for a broader IT transformation initiative.
- The **IT department** wants to meet its service-level agreements (SLAs) for user support at the lowest possible cost and with the least possible contact volume, and wants the service desk to help IT align with end-user and business priorities.
- **Users** such as employees, contractors, and IT staff want more responsive, flexible support services that address their individual needs and priorities and provide an outstanding user experience.

Everyone agrees that the service desk must evolve. However, there is little agreement among stakeholders about how that evolution should begin or what form it should take. In most cases, service desk modernization efforts focus on technical capabilities, functional efficiency, and service-level agreements (SLAs); or they aim to cut costs by optimizing the performance of a few select KPIs.

The most promising opportunity for improving the service desk has been overlooked by most companies: harnessing data and analytics to bring a business focus to the service desk. In short, by using intelligence to fuel continuous improvement in business processes, the next-generation service desk can deliver on the demands and priorities of all stakeholders—business leaders, IT executives, and end users.

This paper examines the key capabilities of the next-generation service desk and provides an overview of Capgemini’s business-focused service desk offering, the Intelligent Service Centre.

# Different Questions, Better Results

The best way to understand Capgemini’s business-focused approach to the next-generation service desk is to consider a simple example—and see how asking different questions yields different results.

Let’s say an employee is having a problem with a company-issued tablet, and contacts a service desk agent. With the traditional technically-focused service desk, the interaction would go something like this:

In this example, the agent establishes the business context, responds according to the business priority level, and creates a more positive experience for the user. This is possible if the service desk front line can constantly capture, manage, and analyze data from multiple sources—not only technical knowledge but also the company’s business process intelligence—so that user issues and requests can be prioritized and fulfilled according to the business impact. The next section examines these new capabilities, and how the Intelligent Service Centre deliver them.

## Asking different questions yields very different results



# Core Elements of a Business-Focused Service Desk

Capgemini does not advocate re-inventing or completely replacing the traditional service desk. We propose adding important new functionality that enhances the user experience, broadens the accessibility and convenience of support, and drives continuous improvement not just to user support processes within the IT ecosystem but also to business processes. Specifically, the next-generation service desk is built on the following core elements:

## Digital Functionality

The digitization of the service desk is a critical starting point for delivering next-generation service desk capabilities, for two key reasons:

- Digitization makes it possible to expand the channels through which support is delivered, and to take advantage of automation and service orchestration in support delivery processes. It allows IT to offer support over the user's preferred channel, including email, web-based chat, instant messaging, virtual agents, and so on; it also enables IT to extend support services to more devices, including mobile devices such as smartphones, tablets, and even wearable technology. This improves the user experience while also enhancing the reputation of IT as a service provider.
- Digitization of IT support services makes it possible to harness the massive volume of support-relevant data generated through multiple channels and multiple device types and transform it into actionable business intelligence.

## Key features and capabilities

### Intelligent Service Centre

Linking IT consumption to business outcomes to drive continuous improvement



At the same time, a digital service desk can continue to provide standard service desk capabilities with respect to call handling, functional SLAs, and resolution of the technical issues of business users. It can continue to manage and operate ITIL processes, especially the incident management process. However, it is now capable of providing operational analytics and insights that provide new business value.

## Advanced Knowledge Management and Analytics

The next-generation service desk is data-driven and data-fed. It captures and analyzes the vast volumes of data about incident reports, IT requests, technical issues, internal business processes, business KPIs, and key business activities—from all channels and all devices—and transforms that raw data into intelligence that can drive improvements in support quality and business processes.

In addition, these advanced analytics capabilities enable another new capability that Capgemini refers to as Business Value Management (BVM). This consists of four main stages: capturing data, understanding the data, analysing the data, and providing specific recommendations based on the data. The BVM approach provides a methodology for analyzing the end-to-end performance of IT processes, allowing for the detection of process gaps or inefficiencies. Through BVM, enterprises can drive the continuous assessment of IT process efficiency against the business needs and expectations.

## Contextual Prioritization

The traditional approach to measuring service desk effectiveness assumes that work is queued against fixed criteria such as number of users affected, criticality of application, etc. As a result, all business users are treated the same way within the pre-defined priority level. For example, "priority 1" can only be assigned if certain number of users are affected, or if a VIP is affected, and any change in the priority requires a change in the priority decision matrix.

With the next-generation, business-focused service desk, pre-defined rules are used as guidelines and then reconciled with the business intelligence data. SLAs within the given priority area are respected, but agents include their assessment in the case record. As a result the resolving team can attend to the request immediately based on the business context information supplied. Consequently, the SLA targets are met, but more importantly critical cases are resolved in a timely manner to enable business activities. This dynamic approach allows for quicker resolution of incidents and service requests that pose significant impact or risk to business operations, thereby minimizing business impact and risk.

# Intelligent Service Centre: Linking IT Consumption to Business Outcomes

The Intelligent Service Centre is Capgemini's groundbreaking implementation of the next-generation, business-focused service desk. This unique managed service offering complements and adds value to the Capgemini's Digital Service Centre, giving clients the ability to use business intelligence and analytics to drive continuous improvement of both the service desk operational model and the entire IT ecosystem.

Simply put, the Intelligent Service Desk is a real, tested, proven solution that fully delivers on the requirements of the next-generation service desk today. In doing so, it provides unique advantages and value to all stakeholders: business leaders, the IT department, and end users.

## Business Benefits



- **Higher employee productivity.** By making it easier for employees and contractors to receive the support they need the way they need it—in alignment with business priorities—the Intelligent Service Centre empowers employees to spend less time requesting and receiving support, more time working.
- **Constant improvement in business process performance.** The Intelligent Service Centre acts as an expert business advisor, providing informed, data-driven recommendations for improving business process performance. And by providing a business context for support service consumption metrics, the Intelligent Service Centre provides the insights needed to align IT processes with desired business, IT, and end-user outcomes.
- **Supports transformation initiatives.** The Intelligent Service Centre provides tangible results quickly, so it can help build support for an IT transformation strategy among all stakeholders and expedite approvals for subsequent phases.
- **More time to innovate.** When IT staff are spending less time responding to user issues and IT management is spending less time trying to improve support services and infrastructure, they have more time to spend on innovations that could more directly deliver business value and competitive advantages. The same goes for the business users. When they are more productive, they can spend more time on innovation; when they are assisted better to meet their business goals and objectives, the business organization becomes more efficient and more responsive to future challenges.

## Introducing... Intelligent Service Centre

Harness analytics to fuel continuous improvement in the service desk and business processes



- Business process focus - Understand, capture and manage IT impact on the business lifecycle.
- Continual improvement - Analyse process performance of the IT ecosystem and recommend improvements.

## IT Benefits



- **Higher functional efficiency.** The Intelligent Service Centre supports the centralization of support delivery for increased efficiency. It provides a single point of contact for all end users; centralized management of IT incidents and service requests; centralized knowledge management; and standardized operational procedures.
- **Reduction of user incidents and total support costs.** The Intelligent Service Centre streamlines support delivery and optimizes support processes, resulting in a significant reduction in user incidents and contact volume which results in potential TCO reductions. At the same time, it improves the consistency of service delivery.
- **Support for “left shift” strategies.** The Intelligent Service Centre facilitates “left shift”—the deployment of solutions that are one degree simpler and one step faster than traditional agent-only solutions. Used in conjunction with the Digital Service Centre, it accelerates incident resolution timeframes while also minimizing agent and second-line support involvement, reducing OpEx.
- **Streamlined IT processes.** The Intelligent Service Centre provides recommendations for improvement in IT processes, especially in areas mostly impacting the business and user operations resulting in decreased overall service delivery time even up to 75%
- **Predictability.** The estimated maximum resolution time of the Incident and Service Request are identified and quoted to the business user based on past IT performance at the time of logging the ticket. Through the unique methods of the Intelligent Service Centre, the quoted estimated resolution time is very accurate (up to 90% of cases). This allows for correctly setting and managing business users’ expectations and has a direct positive influence on customer satisfaction.
- **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. Driving gamification within the organization allows makes it possible to engage users in activities covering multiple areas of the business and deliver 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.
- **Personalisation.** Users do not want to be treated as one of a million but as one in the million. They require personalized support and technology adapted to their preferences. That’s why the Intelligent Service Centre takes into account the business persona of the user—who they are, how they feel about technology, what drives their actions, which IT assets they use and how they use them. As a result the Intelligent Service Centre provides input to analytics, so that IT leaders can better understand how to adapt services to maximize users’ ability to achieve their goals and increase productivity.
- **An enhanced reputation.** By improving support capabilities and aligning them with business priorities, the Intelligent Service Centre helps recast IT as a true service provider and partner to the business.

## User Benefits



- **A better user experience.** With the traditional service desk there is a discrepancy between standard SLAs and user satisfaction. In other words, all the SLA lights may be green, but users are not happy. With the Intelligent Service Centre and the user experience-oriented metrics, support is available through any channel the user prefers—any time, from anywhere—and support is tailored to the individual needs or persona of the user. In short, users are more satisfied and productive.
- **Faster resolution and fulfillment timeframes.** The Intelligent Service Centre empowers employees to take advantage of sophisticated self-help capabilities based on an extensive knowledge base, while retaining access to support agents as needed. At the same time the overall service delivery time decreases due to the continual improvement of IT process performance.



The Intelligent 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.

### End - User Services: My Experience portfolio



## See It, Believe It

The best way to learn more about the Intelligent Service Centre is to see it for yourself. Contact your local Capgemini representative today to arrange for a demonstration, or to schedule a workshop session that covers key features and expected business outcomes.

Then get the details about the other My Experience portfolio of service offerings, including My Workspace, the Digital Service Centre, and Distributed Smart Services. Visit [www.capgemini.com](http://www.capgemini.com) for additional information about these offerings and the full spectrum of Capgemini services.





## About Capgemini

A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of 200,000 team members in over 40 countries. The Group reported 2016 global revenues of EUR 12.5 billion.

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