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BMC Helix Special Edition

# The Digital Workplace

for  
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Empower your  
workforce

Seamlessly unify  
service delivery

Increase self-service  
automation

Brought to you  
by



**Lawrence C. Miller**

With Simon Geddes and Melissa Vega

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BMC helps customers run and reinvent their businesses with open, scalable, and modular solutions to complex IT problems. Bringing both unmatched experience in optimization and limitless passion for innovation to technologies from mainframe to mobile to cloud and beyond, BMC helps more than 10,000 customers worldwide reinvent, grow, and build for the future success of their enterprises, including 92 of the Forbes Global 100.



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# The Digital Workplace For Dummies®, BMC Helix Special Edition

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# Introduction

In today's world of continuous innovation, rapid change, and competitive hiring markets, a digital workplace provides an essential foundation for success. By offering modern tools designed around the needs and preferences of users, you can attract the best candidates for your workforce — and empower them to get more done, more quickly and easily.

One of the most important elements of this people-centric approach is the digital workplace. For employees, a consumer-style experience offers the convenience and control they're accustomed to in their personal lives, providing direct access to resources without cumbersome interfaces and workflows.

For IT and other lines of business, a modern digital workplace furthers the transition to a service delivery model that provides greater value to users and the business. By increasing the accessibility and adoption of company resources, your whole organization becomes more agile, more productive, and better able to meet the demands of your business.

In this book, you learn how to accelerate digital transformation in your organization with the digital workplace.

## About This Book

*The Digital Workplace For Dummies*, BMC Helix Special Edition, consists of four chapters that explore:

- » Modern workplace trends and challenges driving the digital workplace and the business case, requirements, and benefits of the digital workplace (Chapter 1)
- » How to get your organization ready for the digital workplace (Chapter 2)
- » How to design, automate, and maintain the digital workplace (Chapter 3)
- » Important technical requirements to look for in a digital workplace solution (Chapter 4)

# Foolish Assumptions

It's been said that most assumptions have outlived their usefulness, but I assume a few things nonetheless!

Mainly, I assume that you are either a business decision maker — such as a line of business (LOB) owner, vice president or head of IT or service delivery, chief information officer (CIO), or chief human resource officer (CHRO) — or a technical influencer or stakeholder — such as a service desk manager, process owner, enterprise architect, or service owner. This book is written primarily for non-technical readers interested in implementing a digital workplace to increase productivity, drive employee engagement, and accelerate digital transformation within their organization — not only in IT, but across every line of business.

## Icons Used in This Book

Throughout this book, I occasionally use special icons to call attention to important information. Here's what to expect:



REMEMBER

This icon points out information you should commit to your nonvolatile memory, your gray matter, or your noggin — along with anniversaries and birthdays.



TECHNICAL  
STUFF

You won't find a map of the human genome here, but if you seek to attain the seventh level of NERD-vana, perk up! This icon explains the jargon beneath the jargon.



TIP

Tips are appreciated, never expected — and I sure hope you'll appreciate these tips. This icon points out useful nuggets of information.

## IN THIS CHAPTER

- » Looking at the evolving workforce
- » Improving the employee experience and creating an enterprise service store
- » Delivering an exceptional user experience
- » Reaping the benefits of a digital workplace

# Chapter 1

## What Is a Digital Workplace?

In this chapter, you learn about modern trends and challenges driving the digital workplace, why a digital workplace is necessary, the requirements of a digital workplace, and its benefits.

### Recognizing Modern Workplace Trends and Challenges

The modern workplace is changing. It's moving faster and becoming more global, more mobile, and more digitized than ever before. Established brands and business models are being disrupted — sometimes even obliterated — by innovative and agile startups. Modern enterprises recognize that empowering their teams and business units with cognitive technology is the key to business agility, seamless collaboration, customer engagement, and global competitiveness.

The U.S. Bureau of Labor Statistics predicts that by 2030, 75 percent of the global workforce will be comprised of millennials, who are increasingly proficient in all the technologies at their disposal — they were practically born with smartphones in their hands. These digital natives are changing the workplace into one in which employees work anywhere, anytime, and on any device.



TIP

In this brave new digital world, an employee's access to the right service at the right time increases their productivity exponentially and supports seamless collaboration with other employees, customers, and partners. This 24/7 connectivity to people and knowledge is fueling increased levels of business productivity and profitability.

Employees in the workforce today — regardless of their generation — have a wide array of choices in their personal lives and increasingly expect technologies at work to seamlessly merge with their personal choices. This shift to the future of work moves beyond apps and systems to a new mindset in which an intuitive, rich, and cohesive employee experience matches what employees have come to expect from the technology they use in their everyday lives.

With an evolving workforce, employee preferences are also evolving. Employees no longer want to use traditional channels such as email, or even web-based forms, to request a service or knowledge. Instead, they expect an omni-channel, self-service experience that intelligently fulfills their service needs and provides answers using their preferred method — whether that's a chatbot, virtual assistant, or human.



REMEMBER

As digital natives enter the workforce and advance in the workplace, retaining top talent will be a major challenge. These workers expect to have the best tools. In fact, working with modern, up-to-date technology is one of the most important aspects of a workplace for millennials.

The digital workplace is the seamless convergence of diverse technological tools to make a virtual work environment that is easy and intuitive to use so employees can keep pace with the speed of modern business. It gives people the convenience of technology choices and work-from-near-anywhere flexibility, to suit personal and business preferences and a variety of needs. A digital workplace is where employees, customers, and other stakeholders



can communicate and collaborate and otherwise get work done through people-centric technology.

The warp speed of digital transformation requires continuous innovation. Companies that don't embrace the future — a digital workplace and its cognitive abilities — face more than a loss of market share. They risk extinction. The magnitude of change required to create a compelling customer experience has forced companies to also take stock of the experience they offer their employees.

What do these trends and challenges mean for businesses today? They need to implement solutions that improve workforce agility, employee productivity, and the employee experience by seamlessly unifying service delivery through a flexible and consumerized user interface.

## Making the Case for a Digital Workplace

As continuous innovation brings new opportunities for employees and businesses alike, people depend on IT to provide the kind of seamless digital experiences that help them do their best work.

The expectation of a digital workplace is already a major factor in talent recruitment and retention, and this will only increase as digital natives continue to reshape the workforce. With digital skills in high demand, companies that fall behind in creating a good employee experience risk losing out on the candidates best able to drive their success. To deliver the digital workplace experience that today's employees expect, organizations must

- » Deploy systems that seamlessly connect and unify through a flexible, consumer-like user interface.
- » Shift to a strategy of user empowerment while keeping necessary process enforcement and governance.
- » Automate time-consuming tasks.
- » Manage resources to help people and systems perform at peak efficiency.



There's one area of IT where all four of these goals come together: the digital workplace. The digital workplace is people-centric IT. By transforming your business to a digital workplace, you can improve user satisfaction, streamline service management, and increase opportunities for self-service automation — which benefits users and service desk staff alike.

On a strategic level, your digital workplace is a key part of IT's transition to a business service provider. This is a shift that calls for replacing the traditional top-down IT service management (ITSM) model with a people-centric view. This includes consolidating the digital workplace to simplify usability, as well as presenting internally delivered services and offerings alongside third-party options within the same consumer-style experience. By making it simpler for employees to leverage the full range of available technologies, you can increase IT's impact as a powerful driver of business output, innovation, and growth.

Consider two key use cases enabled by a modern digital workplace:

- » **Employee experience:** From welcoming new employees to rolling out new perks and retirement benefits, HR can provide services more efficiently, in a way that's easier for people to understand and use. New hires can start with a digital onboarding process that they complete on their mobile phone and can choose a new-employee bundle of products and services to become productive right from the start.
- » **Enterprise service store:** With a few taps, employees can order a new computer or mobile device either a la carte or through a simplified bundle. On the back end, licenses and entitlements are managed with drag-and-drop ease. New catalog items can easily be created by non-technical users with professional-looking results. But that's not all. Employees can also access various catalogs from across the enterprise — such as HR benefits, office furniture, and marketing swag — all from a single pane of glass.

In each of these cases, a modern digital workplace provides an experience that equals or exceeds any consumer service while helping internal departments provide services more efficiently. The faster and simpler the experience, the more people can focus on driving value for the business.

# Identifying Requirements of the Digital Workplace

The evolution to the digital workplace begins with a clear understanding of what the user experience must provide. A well-designed digital workplace must

- » **Deliver self-service through intelligent omni-channel experiences.** People need to be able to access all the services they need, from anywhere. Mobility isn't just a matter of delivering apps on mobile devices; it also encompasses the availability of services on laptops and other connected devices so employees can work anywhere and on any device. At the same time, employees must be empowered to take care of their own needs — just as they do for consumer needs from retail purchases to booking travel.
- » **Unify the service catalog behind a single pane of glass.** IT must replace the sprawl and confusion of traditional service catalogs with a unified store for enterprise apps and services of all kinds, available on any device, with a simple, self-service consumer-like experience. An enterprise service app store provides complete cost transparency across all users, assets, and deployment options and merges capabilities of service catalogs and app stores into a single service delivery model.
- » **Scale service delivery beyond IT.** A unified store offers employees self-service access to apps and services across the enterprise, including human resources (for example, to get benefits information and complete enrollment), facilities (for example, to request maintenance and order new office furniture), and marketing (for example, to review branding guidelines and download the marketing toolkit). Beyond the enterprise, a unified store enables services from approved partners and vendors, such as ordering office supplies and cloud apps.

# Realizing the Business Benefits of the Digital Workplace

When fully embraced and successfully implemented, a digital workplace delivers real business benefits, including:

- » **Greater business agility:** Employees spend less time searching for and requesting the apps and services they need, and more time creating value for the business.
- » **Engaged employees:** Empowering employees with self-service options in a people-centric, modern digital workplace reduces frustration and keeps them engaged.
- » **Higher productivity:** New employees can select the apps and technology they are familiar with, enabling them to be productive on day one.
- » **Lower costs:** Automation eliminates idle time waiting for manual processes and reduces the cost of service requests that must be fulfilled by the service desk.

## HELSANA ACCELERATES ITS IT SERVICE REQUEST PROCESS

With more than 3,100 employees, 22 agencies, and 19 outlets, Helsana is Switzerland's largest health and accident insurer. The company's digital strategy integrates innovative services that enable its more than 1.9 million customers to submit claims and doctors' invoices using their mobile devices.

### Challenge

Helsana's employees and agents were submitting IT service requests by email or telephone. Additionally, their service desk agents were capturing, assigning, and processing requests using cumbersome forms and manual approval processes. Helsana needed an automated and seamless approach to simplify service request submissions and free up time for service desk agents so they could focus on more important tasks.

## **Solution**

Working with BMC partner IT Concepts, Helsana deployed BMC Helix Digital Workplace, a consumer-style app that automates the submission of service requests. Requests and approvals are tracked and managed within BMC Helix ITSM from BMC.

## **Business impact**

Employees and agents fill in simple request forms on their mobile devices or web browsers, and requests are guided automatically through approval and fulfillment for timely handling. The impact has been noteworthy:

- Within six months of implementation, 60 percent of all requests were being submitted through the app, reducing service desk calls by 20 percent and allowing the staff to accommodate an expanding workload.
- The number of manual forms has been cut in half, making it faster and easier to submit requests and obtain status updates.
- The automated approval workflow for supervisors and managers slashed approval time by more than 70 percent.

“BMC Helix Digital Workplace extends the power of digitization and automation to our service desk,” says Viradeth Manixab, IT systems management, Helsana. “That means higher-quality service for our employees and agents, and enhanced productivity for the service desk.”

## IN THIS CHAPTER

- » Defining the need for change
- » Making change personal
- » Picking your team
- » Aligning the stars (people, processes, and technology)
- » Tooting your own horn

# Chapter 2

# Getting Ready for the Digital Workplace

**T**his chapter provides some helpful advice to help you get started with your digital workplace initiative.

## Identifying a Need for Change

Your employees are ready for a digital workplace — they’re practically demanding it. But meeting that demand requires you to bring people, processes, and technology together, so it’s important to understand your organization’s culture for change and build momentum for your initiative across the entire enterprise. Demonstrating employees’ digital pain points, your gaps in technology, and the opportunities available will help you get the buy-in from across the organization that you need to succeed. After all, you aren’t building an “IT service catalog” — you’re creating an enterprise service store to unify and deliver all your enterprise service offerings — HR, facilities, marketing, IT, and others (as well as external third-party service offerings) — behind a single pane of glass.

To create that initial spark for change, you need to get various departments — such as human resources, facilities, marketing, and IT — onboard. You also need to make your case, back it up with data, and prove it over time. Here's how to get started:

- » **Collect data on employee frustrations.** Identify employee pain points and be able to demonstrate how much those pain points are slowing the organization down. The symptoms might be common IT complaints like slow response times or system failures. Or, you may be having customer-centered issues, like a desire for digital self-service. And don't limit your research to your own organization. Take a look at analyst research and talk to your peer groups, executive roundtables, and professional associations to learn from their experiences as well.
- » **Assess what the organization stands to gain.** Once you have pinpointed the most common digital frustrations at your organization, it's time to demonstrate that solving this problem will yield tangible results for employees and leadership as well as ultimately boost your organization's bottom line. Run some numbers. Get specific. Give people a vision of what's on the horizon and a plan to get there.
- » **Get your story in front of decision makers.** It's time to get some heavy hitters on board. By now, you should have specific examples and data to back up how solving these problems will yield positive results. Transforming multiple ways of working internally will require executive support, so now is the time to present your case and bring on some internal sponsors, hone your pitch through your interactions with those sponsors, then evangelize and socialize it with key players throughout your organization. Basically, the decision gets made before it's made, and your executives just need to give it the official "thumbs up"!

## Creating User Personas and Use Cases

Because the suite of services, tools, and digital changes you make must satisfy multiple user demands, you need a more complete profile of the user challenges that you're addressing. By creating user personas and use cases and mapping your initiative to those

personas and use cases, you can make the change personal. In this way, your end-users will more easily relate to the changes you're implementing and will more enthusiastically adopt the change. Here's how you can get started:

- » **Work with HR to develop key employee profiles.** Depending on the nature of your enterprise, you may have just a handful of core functions, or you may have many disparate employee activities. Start by grouping employees with common needs and functions (for example, Communications and Marketing, or Sales and Leadership).
- » **Collect data and conduct research.** Work with leadership from core functions to ensure that you get data about employee roles and challenges via quantitative and qualitative means. Collect quantitative data, for example, about the most common issues that employees have reported to the service desk over the past year. Then, supplement the data with a survey to uncover daily communication habits, application usage, device usage, frustrations, and more. Finally, conduct in-person interviews with employees from each group to gather qualitative data, such as uncovering emotional triggers and getting deeper insights into what changes they desire.
- » **Map user personas, use cases, key technological needs and benchmarks.** With employee profiles and their technological needs documented, you can begin to develop use cases, identify deeper technology needs, and map common applications and gaps in your enterprise offering. Finally, pick one or two benchmarks for each group. Which digital signals can you keep an eye on that will indicate your employees are becoming more agile, productive, and engaged at work?

## Assembling Your Team

It's time to create a coalition for digital change. Now that you've documented specific employee needs and created user personas, your next task is to create a change team that's ready for anything. Creating a workplace that is technologically future-proof



means disrupting culture, processes, tools, and systems. For this reason, the people involved at this stage are of critical importance. You need to build two main teams:

- » **Oversight committee:** Seeing a digital workplace initiative through to completion requires involvement from every level of your organization. That means pulling in top brass. This team should include executives from human resources, IT, production, and facilities, among others, as well as a leader from the change implementation team.
- » **Short-term implementation team:** Many day-to-day responsibilities are part of implementing digital workplace change. You need a team in the trenches that thoroughly understands your organization and commands respect among co-workers. Just like the oversight committee, this team requires participation from human resources, IT, marketing, production, facilities, and other key teams. The core mission should be to evangelize change and get respective team leaders, and their employees, excited about what's to come.

## Aligning People, Processes, and Technology

Now, it's time to start connecting the cultural dots. This step requires aligning the right people with effective processes and right-fit technology. Providing quality interactions, offering self-service options, and encouraging oversight are your three pillars of success.

Here's what you need to do:

- » **Abandon the set-and-forget mindset.** Your enterprise can become digitally nimble only if you educate your employees on the need for change. The first step is abandoning the "set-and-forget" mindset. A new set of digital capabilities can't turn on like a switch. Rather, it requires empowering your employees to adapt, grow, and work more efficiently over time.

- » **Package end-user needs into IT services.** It's time to put your personas (discussed earlier in this chapter) to work by mapping them to specific IT services, apps, and technology. What are your employees' most pressing needs? What personal apps are they using at work that you need to replace? Which features are nice-to-have options versus business-critical functions? Be specific about your end-user needs and how each IT service will support those needs.
- » **Develop a digital workplace.** In order to get employees using new digital tools, you need to make it easy for them to do so. As you approach launch, consider designing a digital workplace (discussed in Chapter 3) for your users. Let employees choose from a visual map of clearly defined workplace tools — as if they're choosing from a box of chocolates.



TIP

According to Forrester, the average worker spends two days a month looking for tools and answers to do their job.

## Demonstrating Quick Wins

Demonstrating quick wins will help you spread the word about your digital workplace changes and push your new digital capabilities into full workplace adoption. This is an exciting and essential time because first impressions will set the tone for your program. Use cases and employee wins will encourage deeper adoption. Two-way dialogue with users will give you data to improve your overall program efforts.

Here are a few actions you can take to ensure this critical stage is a success:

- » **Feature quick wins and use cases.** Find your power users and early adopters and tout them as examples within your organization. By showing doubters and naysayers that this change really works, you'll quickly gain credibility and support.
- » **Evangelize ongoing change.** Meet often to keep every level of the organization involved in change. If adoption doesn't take root immediately, it will only become more challenging over time.

- » **Develop higher purpose and brand.** Create a brand for your new initiative. Give it a name. Get people onboard with the higher purpose — not just the technology, apps, or new capabilities.
- » **Encourage mass adoption.** You likely have performed a soft launch or beta tested many of your tools. Now, it's time to open up to a bigger pool of users and demonstrate how powerful these changes can be at scale.

## NETWORK INTERNATIONAL CUTS RESPONSE TIME

With more than 70 percent market share, Network International clears more than 1 million transactions daily and has transformed the payment service industry in the Gulf, Middle East, and North Africa. The company's innovative payment solutions and modern processing methods are shaping the payment services industry in the United Arab Emirates.

### Challenge

To meet increasing demand from customers, Network International needed to automate many of its ITSM services. The Network International IT organization partnered with an Indian national IT provider, Tech Mahindra, a BMC partner that provides customer-centric information technology services, to devise and implement an innovative solution.

### Solution

Working closely with Tech Mahindra, Network International implemented the BMC Helix suite of solutions to accelerate response to customer issues and requests, eliminate recurring incidents, and manage change more effectively. BMC Helix improves customer satisfaction by simplifying ticket submission from computers, smartphones, and tablets. The result is enhanced responsiveness, lower costs, and a competitive edge.

### Business impact

The BMC Helix suite of solutions supports Network International's IT strategy, which focuses on delivering innovative products and

services that meet the needs of banks, financial institutions, and retailers in a rapidly changing industry. The project produced these results:

- A service catalog tailored for each customer allows simple, three-click ticket submission for issues and requests.
- Nearly 80 percent of requests and issues come through BMC Helix Digital Workplace, reducing the time customers and agents spend on the phone and dealing with email.
- Automation has slashed the time required to create tickets submitted via phone from 20 minutes to 5 minutes (a 75 percent decrease).
- Average response time dropped from 60 minutes to 15 minutes (an 80 percent decrease), and IT consistently meets its service-level agreement of resolving Priority 1 tickets within 30 minutes.
- Root cause analysis now takes 15 minutes instead of the previous average of two days, and the number of recurring issues is declining.

#### IN THIS CHAPTER

- » Reimagining the digital workplace
- » Evolving to Cognitive Service Management
- » Keeping your modern digital workplace modern and relevant

## Chapter 3

# Launching the Digital Workplace

In this chapter, you learn how to design and maintain a digital workplace leveraging key principles, best practices, and advanced technologies including chatbots, artificial intelligence (AI), and cognitive services.

## Designing the Digital Workplace

In today's world of continuous innovation, rapid change, and competitive hiring markets, a digital workplace provides an essential foundation for success. By offering modern tools designed around the needs and preferences of users, you can attract the best candidates for your workforce — and empower them to get more done, more quickly and easily. One of the most important elements of this people-centric approach is the digital workplace.

For employees, a consumer-like experience offers the convenience and control they're accustomed to in their personal lives, providing direct access to resources without cumbersome interfaces and workflows.

For IT, a modern digital workplace furthers the transition to a service delivery model that provides greater value to users and the business. By increasing the accessibility and adoption of company resources, your whole organization becomes more agile, more productive, and better able to meet the demands of your business.

As you design your digital workplace, leverage your user personas (discussed in Chapter 2) to guide usability decisions, which will ultimately drive end-user adoption. Also, remember that your design considerations will affect end-user performance and productivity in the digital workplace. Spend some time on usability and design prior to rolling out your digital workplace. A complex, confusing, or otherwise poorly designed digital workplace is doomed from the start. Your goal should be to launch a digital workplace that addresses the vast majority of your users' needs and delivers a truly engaging, people-centric experience, then tweak your design with additional improvements and minor modifications based on user feedback. Keep the following principles in mind to help deliver optimal value for your employees, IT, and the business:



REMEMBER

»» **Create a consumer benchmark.** What online storefront experiences do you find the easiest, most intuitive, and most satisfying to use? Think about the elements of that design: How is information displayed? What creates the most visual impact? How can that approach translate into the services your organization offers?

Companies like Amazon and Apple have become giants through years of research and investment in the most effective way to offer products and services online. Rather than starting from scratch, leverage some of their expertise and perhaps do some usability studies for your own organization.

»» **Decide what goes into your digital workplace.** Don't dump everything online and point everyone to it; the quality and effectiveness of the employee experience will hinge on the way resources and services are presented. Consider using the following features in your catalog:

- *Bundles.* Create "bundles of joy" to streamline common processes — for example, employee onboarding, employee departures, or home office enablement. Bundles can be particularly helpful for processes that

involve multiple entities across the organization. By removing guesswork and making it simple for people to access everything they need with a single click, you can provide a seamless experience that your employees will appreciate.

- *Recommendations and context awareness.* Customize recommendations based on the individual's department and location to help employees discover the services most relevant to their jobs.
- *Search.* It's a common mistake to try to simplify the interface by consolidating items into drop-down fields, but this makes them unsearchable — and many people don't like drop-down menus. Instead of nesting “mouse” inside your “computer” item in a drop-down for example, make it a separate item so it's easier to find. You can always use bundles to group related items like these together. You also need to develop a consistent search taxonomy.
- *Shopping cart.* A shopping cart is an essential part of a consumer-like experience. It should be persistent across sessions so employees can add items when they think of them, then complete the request later at their convenience.

» **Create a strong visual impact.** Colors and icons can help you convey useful information about the types of items and services you offer — for example, presenting incident-related items in red, equipment in blue, and software in green; or using families of icons to show how items and services fall into various functional categories. Make sure the profile provides all the information the user needs to understand the item or service, including associated costs.

Keep in mind that users typically read only the first three words of a listing, so make them count — then use a picture to tell a thousand more words.

» **Focus on data.** Effective use of foundation data is key. Don't ask users to fill out information you already have — use actions and triggers to pre-populate forms as much as possible.

» **Create a seamless experience across devices.** Your employees should be able to access all the services they need, from anywhere. This principle goes beyond delivering



TIP

apps on mobile devices; complete services must also be available on laptops and other connected devices, so employees can work anywhere without compromise. Make sure the experience transfers well across devices. How practical is the form for people with big fingers and small screens? Are your images and icons effective at any size? One way to ensure a good mobile experience is by limiting the need to scroll down. Split the form into logical sections, then expand and compress sections as people work through them.

» **Enable transparency throughout the approval process.**

Requestors and approvers should have clear visibility into the full approval string, so people know the status of each request and who it's going to next.

» **Plan for continual improvement.** In a consumer marketplace, customers vote with their feet (or clicks) by giving their business to the merchant who best meets their needs. As the only option within your organization, you'll have to be more proactive in finding out how well you're doing. Simple surveys can be effective — even just a series of emojis that employees can click to indicate their level of satisfaction, from smile to scowl. Periodic focus groups can also be useful for gathering more nuanced and insightful feedback. Along with user feedback, a few metrics can help you assess the performance of your digital workplace. How many self-service requests are you seeing now compared with before? Are service requests increasing relative to incidents? What's your adoption rate on various platforms? This kind of data can help you measure how you're really doing.

## Empowering the Digital Workplace with Chatbots and Cognitive Service Management

In many traditional IT organizations, the service desk is largely reactive, and its processes are manual, time-consuming, and inefficient. Slow resolution consumes time and resources — not



only for the service desk, but also the end-users, which leads to growing frustration and a loss of confidence.

To adapt to the dynamic demands of modern businesses, IT service management (ITSM) must become more proactive, predictive, automated, and effective. Speed and efficiency are essential to reduce cost, improve satisfaction, and free resources for other important business priorities.

Chatbots allow IT to redirect calls away from the service desk by providing an automated, easy-to-use channel to search for the information and services employees need. Chatbots also provide an intuitive way to break down silos in information flows between teams like HR, IT, and others, as well as across the channels that employees use. Integrating cognitive technologies — such as machine learning, speech recognition, and natural language processing — into digital experiences lowers barriers that otherwise impede user performance, offering enterprises the ability to quickly ramp up efficiency and productivity.



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*Machine learning* gives computers the ability to continuously adapt to new information without additional programming. *Speech recognition* capabilities automatically and accurately transcribe human speech, allowing hands-free experiences for users. *Natural language processing* enables machines to understand ordinary human speech without the need for special syntax.

A streamlined, simple-to-use chatbot can help IT reduce and control costs, while making it possible to standardize, modularize, and extend processes to improve existing services and scale new ones. Artificial intelligence (AI) powers the collaborative services such as virtual agents and chatbots. By transforming the organization to a cognitive enterprise and delivering an improved and personalized employee experience, IT can help drive engagement and productivity, and positively redefine its relationship with the business.



TIP

As companies expand their leverage of application programming interfaces (APIs) and collaboration platforms, the potential for chatbots to evolve as data aggregators and collaborators offers exciting new directions for innovation.

As cognitive technologies transform ITSM, a new standard in next-generation enterprise service delivery is emerging: Cognitive Service Management (CSM). By making use of service-aware operations, tools, and process automation, CSM enables enterprise services that are:

- » **Cognitive:** Making use of big data and predictive analysis to provide fast and accurate results
- » **Conversational:** Providing virtual agents that understand user queries in natural language
- » **Personalized:** Leveraging chatbots to provide relevant and targeted information reflecting the user's current context and needs

CSM embeds technologies like AI, machine learning, and robotic process automation (RPA) throughout the enterprise, improving every layer of service delivery and enhancing experiences for customers and employees alike. These technologies are transforming the digital enterprise of today into the cognitive enterprise of the future.

A foundation of the cognitive enterprise is the human-to-machine partnership. The increasing adoption of cognitive technologies doesn't mean companies replace people with machines; rather, these technologies will better enable people to do their jobs, now and in the future. Done right, the cognitive enterprise improves experiences for everyone, from service desk agents to end-users. CSM delivers considerable benefits for the cognitive enterprise, including:

- » **Omni-channel experience:** Today's users expect their digital experiences to work wherever and whenever they want them. This means service management must be far more dynamic than ever to support these multi-channel and multi-device interactions. CSM must enable choice of any cloud, discovery anywhere across increasingly distributed and diverse environments, and increasingly intelligent, intuitive experiences via cognitive capabilities such as chatbots and virtual agents.

- » **Cognitive automation:** Cognitive automation capabilities empower service desks to automate repetitive tasks and focus on more complex problems. CSM must leverage automation to ensure services can run anywhere in a scalable manner, turn virtually limitless amounts of data into actionable insights, and proactively remediate service health issues without manual intervention.
- » **Freedom and flexibility:** Today's IT teams must manage increasingly complex, dynamic environments to ensure the company can operate efficiently and achieve its critical business goals. This requires new approaches and technologies that empower scalable, cost-effective results while ensuring future flexibility and not getting locked down by a particular platform. CSM must also enable effective performance monitoring, security and compliance, and cost and capacity optimization in these dynamic, distributed computing environments.

## DELIVERING NEXT-GEN COGNITIVE SERVICE MANAGEMENT

Information technology (IT) at George Washington University (GW) provides dozens of essential services to students, faculty, and staff, including online learning and collaboration tools, educational and business apps, email and calendar, backup, and storage. IT runs a traditional service desk, with students getting assistance through email and phone calls.

### Challenge

Today's students want to get what they need using the latest digital technologies — for example, incorporating cognitive automation technologies. IT recently conducted a pilot to determine the feasibility of using a chatbot to address two IT service support needs:

- Provide 24x7x365 support.
- Reduce the number of routine calls service desk agents handle to free up time for more complex issues.

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### **Solution**

GW upgraded its Remedy implementation to BMC Helix ITSM and added BMC Helix Digital Workplace. The upgrade put innovative cognitive automation capabilities in the hands of the IT staff. The staff began looking at ways to apply these capabilities to transform service delivery. Donna Hill, assistant director of service, configuration, and continuity management explains, “We identified the 14 most common support requests and set them up in ‘Martha,’ the name we’ve given our chatbot. Instead of contacting us by email or phone, pilot participants chat with Martha via text or the web. She answers questions and responds to requests, walking students through any required steps, and, behind the scenes, automating the processes that fulfill the requests.”

### **Business impact**

Martha’s popularity far exceeded expectations. During the pilot, students chatted with Martha 4,581 times. It’s an impressive number considering that the pilot was limited to incoming freshmen and the 14 most frequently submitted requests. During that same period, the traditional service desk received 8,106 calls from all students on 200 requested services. The upgrade had these results:

- The project serves 70,000 tickets a year and 26,000 students a year.
- Martha proved the feasibility of chatbots in helping IT deliver effective 24x7 support.
- Students surveyed were most likely to turn to the chatbot before calling the service desk.
- Among the participants, 88 percent wanted Martha to become a permanent service for the GW community.
- Offloading level 0 and 1 calls to Martha frees up service desk technicians to tackle level 2 and 3 issues.
- GW keeps support costs in check by meeting growing demand for support without adding head count.
- Departments outside of IT now want to use chatbots to modernize service delivery for their users.

# Maintaining the Digital Workplace

Creating and maintaining a modern digital workplace is an open, dynamic process — not an end state. Stay engaged with business owners to keep the catalog relevant by updating it with new items, rotating timely promotions into banners, expiring outdated items, and continually adapting it to the needs of the business. If a new business initiative, expansion, or market trend will have a significant impact on the way the catalog will be used, make sure you're ready to meet those needs. If the preferences and work styles of employees evolve over time, partners in lines of business can help you understand and address those shifts as well.

## Reporting on key metrics

To increase the value of your digital workplace for the organization, use it to capture complete information on service adoption, cost, delivery against service-level agreements (SLAs), and other metrics so you can evaluate the return on investment (ROI) of each service being delivered. In this way, you can make decisions based on real data on the tools your employees find most useful, the ones that deliver the greatest impact, and the cost of each service.

## Adding and updating services

The metrics you gather can provide a valuable starting point for enhancing the offerings in your digital workplace. Your digital workplace allows you to capture rich data on actual usage and utility to help you decide which services merit further investment and which ones should be retired, as well as identifying broader trends in the types of tools and functionality people value the most. This insight helps build your expertise and credibility as a trusted advisor.

## IN THIS CHAPTER

- » Knowing what to look for in a digital workplace solution
- » Identifying the features that your organization needs

# Chapter 4

## Ten Digital Workplace Must-Haves

Look for these important capabilities and features in a digital workplace solution for your organization:

- » **Omni-channel engagement:** Enabling an intelligent omni-channel experience delivered through a one-stop shop has become a business imperative. This capability provides business users with access to services, knowledge, and policies offered across the enterprise, extending service delivery beyond IT to other lines of business including HR, facilities, and more. Chatbots enable users to interact across their preferred channel — whether it's via phone, app, text, or a virtual web assistant.
- » **Intelligent self-service:** Today's employees are digital natives who prefer to resolve issues themselves whenever possible. Empower your employees to help themselves from anywhere, at any time, on any device. As employees shop for themselves, the number of routine requests to the service desk will decline, enabling your service desk to focus on more complex requests.

- » **Unified service catalog:** Make it easier for your users to shop for services across the organization and manage requests and services for departments like IT, HR, and procurement in one place. An intuitive, consumer-like storefront will enable employees to order hardware, software, and services with a single click.
- » **Employee onboarding:** Accelerate the onboarding of new employees and help them get started on the right foot by enabling key choices in IT and other services to be made by the new hires before their start date. By enabling new employees to choose their preferred devices and software, for example, you'll help them become productive as soon as possible.
- » **Multi-language support:** The digital workplace needs to support a diverse, global enterprise with natural multi-language capabilities to allow employees to interact in their preferred language and be more productive.
- » **Cognitive automation:** Resolve routine service desk requests with intelligent workflow automation leveraging chatbots, machine learning, and artificial intelligence to reduce your overall support costs and free your service desk to focus on more complex issues and other business priorities. Empower business users with pre-defined workflows that allow them to create and automate workflows without writing code.
- » **Intuitive customization and rebranding:** Drag-and-drop design functionality enables you to build employee-friendly, people-centric experiences with a highly configurable and modular homepage design.
- » **Integration services:** Bring all your enterprise service offerings together behind a single pane of glass with the ability to integrate your digital workplace solution into any fulfillment engine within your organization. A highly collaborative and intelligent digital workplace platform enables your organization to achieve new levels of agility, productivity, and efficiency.
- » **Modular connectors:** Extend the digital workplace beyond your organization with integration connectors for brokered services in solutions such as Amazon Web Services (AWS), Microsoft Azure, Microsoft Office 365, Citrix, and Atlassian JIRA.
- » **Single/multi-service requests:** Eliminate catalog sprawl and deliver diverse services through a single pane of glass with service bundles. Services bundles are catalog items that contain multiple services from various business units. These items are fulfilled within a single service request.



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# Accelerate the future of work

In today's world of innovation, change, and competitive hiring markets, a digital workplace provides an essential foundation for success. By offering modern tools designed around the needs and preferences of users, you can attract the best candidates for your workforce — and empower them to get more done, more quickly and easily. This book is your guide to designing, automating, and maintaining your organization's digital workplace and stepping into the future of work.

## Inside...

- Define the need for change
- Create use cases and form a team
- Reimagine the digital workplace
- Launch your digital workplace
- Deliver an exceptional user experience
- Deploy cognitive service management



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