

CompuCom launches Persona Service Management for understanding end-user IT requirements

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Persona-based management has been used in marketing and Web development for a number of years, segmenting users with similar needs and requirements to create personas. CompuCom is taking this approach and bringing it into the IT context by defining services for internal end users at both a business level and an IT level. What is revealed in the process of understanding the daily use of IT by personas is the ability to improve service efficiency and drive down costs.

The 451 Take

We believe that it won't be until the latter half of 2014 and beyond that many organizations will begin to think more strategically about end-user workplace enablement, and it is at that point that the IT services opportunity will become more relevant, in terms of consulting, integration and management capabilities. CompuCom is already there, ready and waiting with offerings to help IT buyers model their end-user requirements and manage the resulting personas through their lifecycle, but it will likely be a couple of years before this type of service management contract becomes more commonplace.

Context

We are in an era when the demands to support employees as technology end users are at an all-time high. IT departments are responsible for the end-to-end experience of delivering services for employees, but do not generally have the skills or network reach to own the end-to-end

experience – and this creates a significant managed services opportunity.

CompuCom has made a four-year investment in persona-based modeling, and has now re-engineered its portfolio to accentuate this capability. The basic premise behind this investment is that, since the economic downturn, IT departments have not been adding staff to their teams, but they have continued to add platforms; they now need to put the service infrastructure and tools in place to better manage the services being provided to end users.

CompuCom started with personas a few years ago, taking virtualized desktop infrastructure customer segmentation and expanding it to include all facets of the end-user computing platform. Originally, the company created a static framework of 17 personas that was then reduced to 10, but now the framework has been made dynamic so that it can be tailored for any organization. CompuCom has taken and applied the framework to 400,000 end users so that, for any organization, it can identify the key revenue-generating or customer-facing roles, and tie together metrics and heat maps for those roles. In this way, the company can recognize efficiencies by taking data and making something meaningful from it.

These engagements have driven CompuCom to invest over the past eight months in developing a Persona Service Management tool to help with not only the development of personas, but also to enable their management, as well as to integrate experience monitoring into other systems such as service catalogs.

Services

CompuCom has developed both a consulting and integration offering around persona-based modeling, and is adding Persona Service Management to its managed service portfolio.

Persona-based modeling

The development cycle for persona-based modeling (PBM) begins with data collection, which is captured from workshops, end-device monitoring, and voice-of-the-customer surveys and focus groups. The data is then analyzed to create heat maps, and these can then be benchmarked against similar organizations or by industry. The workshop captures the current state of IT from the business and IT perspective, as well as what their ongoing key initiatives and roadmap include.

The second piece of data collection is capturing the experience data, which Traci Taylor, product manager for persona and community services, describes as software metering on steroids. Today, many tools capture usage data for a defined set of licensed applications. Using these, CompuCom

can tell who uses what and when. Its user-experience analysis takes that information to a new level by collecting and calculating metrics for personas and then benchmarking them against an organization, as well as the industry. So, for example, with one client, CompuCom was able to see that there was a significant variance in the closing of level-two support tickets for one of their personas between those tickets closed remotely in the US, as opposed to other regions. Looking at the organization holistically, this variance did not show up.

One of the differentiators for the CompuCom offering is the capturing of the voice of the customer. In these roundtable sessions, CompuCom consultants have candid conversations with all areas of the organization to capture feedback on what end users use today, but more importantly, what they would like to see in the future to be more effective and productive.

Consumer technology is all about customer experience today, and PBM is helping CIOs replicate this internally for employee end users. A sample output is aggregated by CompuCom based on feedback from these site visits, which is then presented back to the CIO.

Using the dynamic framework, users are then mapped onto a standard set of personas, with any variances factored in, and the model is then updated to create that specific organization's specific personas. Each persona has cost and metric information associated with it, as well as softer business descriptions.

Once the personas are in place, they need to be managed, and this is where CompuCom's approach becomes highly differentiated.

Persona Service Management provides:

- Persona modeling and ongoing management.
- Continuous improvement and governance throughout the persona lifecycle.
- Monthly reporting and heat maps on consumption and variance of persona identities, workspaces, and their costs and metrics (KPIs).

CompuCom believes that personas have a lifecycle, which should be managed for optimal cost realization. Each persona has two views – the IT view and a business-facing view about how users work (factoring in groupings, location and so on). When planning user requirements, there are opportunities to change or transform the persona. The upshot is that the IT department is now managing its end-user computing services by personas, not by departments. In this way it is providing a more proactive managed service offering because IT departments can manage services

via customer account dashboards, where personas are prioritized against environment issues and are tuned in to service-delivery activity on a console. This enables the move away from the 'one size fits all' service management approach.

The Persona Service Management tool enables chargeback by persona, and is designed to speed up on-boarding and off-boarding processes, simplify service catalogs by catering to personas, reduce process workflow approvals, and help with real estate floor planning.

Strategy

CompuCom's strategy is to be the trusted partner for IT end-user computing services, and it is investing in its persona-based modeling framework and its Persona Service Management offering to ensure that it has a differentiated approach to its services, which speaks to CIO requirements to manage organizational IT in a similar way to the practices in the consumer IT space. While other vendors also offer role modeling, CompuCom has taken the approach to another level in addressing the service management dimension throughout the lifecycle of each persona created.

So while CompuCom can, like many enterprise competitors, model personas or end-user types and understand the data elements with prioritized policy and workflows, it has decided that understanding the data and defining the persona is only the beginning of the value that it can then provide via its managed services. With Persona Service Management, it can understand on an ongoing basis how much is being spent, who is underserved and who is over-served by the organization's IT, as well as the real end-user experience. This puts the internal IT department in a much stronger position to manage services via personas.

Later this year, CompuCom will have a persona console integrated with a services catalog, which the company anticipates will be a game-changer for it in the end-user space. It is also looking to integrate the console with other services it offers so that these can be optimized via personas.

Competition

End-user workplace services is a well-established market dominated by erstwhile (IBM) and continuing PC manufacturers (HP, Fujitsu, Dell); systems integrators, such as Capgemini, CSC, HCL, Infosys, TCS, Unisys and Wipro; regional service providers that began life as PC resellers; and service providers with a background in managed network services, such as AT&T and BT. However, having been a somewhat stable area of the IT services market for a decade, the adoption of consumer devices and technologies, along with the requirement for mobility, is disrupting that stability.

While all competitors are addressing mobility and 'bring your own device' (BYOD) trends with varying degrees of success, CompuCom has developed a very sophisticated approach to this market with its Persona Service Management offering. It is a step ahead of most competitors and, as the market begins to mature, it has an approach that will increasingly resonate with buyers thinking strategically, rather than tactically, about end-user enablement.

SWOT Analysis

Strengths

Building on its heritage as an innovator in the end-user computing market, CompuCom is in a strong position to win market share in the US among medium and large enterprises with its persona-based approach to managing end-user requirements in the era of digital services.

Opportunities

As CompuCom is already well aware, its persona offerings have a lot of potential in terms of supporting IT departments more widely with their strategies in managing service experience for their organizations, and this has applications beyond IT service management alone.

Weaknesses

An area where many CIOs are looking for support in the end-user enablement space is in the application services area, where many existing applications need re-engineering or migrating to cope with new mobile end-user demands. As yet, this is not a part of the puzzle that CompuCom's services address.

Threats

The Persona Service Management offering is compelling, and will particularly appeal to multinational enterprise buyers, but for this segment, CompuCom faces challenging competition from vendors with stronger global footprints than its membership of the Getronics Workspace Alliance may be able to offer such buyers.

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