ISG & HCL Thought leadership paper

Measuring User Experience with XLs

Modern approach for managing futuristic experience-centric workplace

A joint paper by ISG Research and HCL Technologies

Mrinal Rai, Principal Analyst, ISG
Rakshit Ghura, Vice President & Global Head – Digital Workplace Services, HCL

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Executive Summary

User experience lies at the heart of modern digital workplace transformation initiatives. Such initiatives that affect the way employees access and use devices, applications and data must measure their effectiveness from the perspective of user experience. Enterprise IT is responsible for provisioning, enabling and managing the modern workplace technology ecosystem. Workplace technology management in the run stage of traditional plan-build-run (PBR) model or in a business-as-usual environment involves collaborating with managed workplace service providers. These providers allow the measurement of their service performance using parameters called service levels.

Traditionally, enterprise IT used operational service level measurement to assess a service provider's performance. However, with consumer-grade technology entering the enterprise workplace environment, service effectiveness is not dependent alone on the provider keeping the lights on. The effectiveness of modern workplace technology depends on how well it enhances user experience and their ability to be productive. As enterprise IT is beginning to recognize the importance of employee experience, there is strong interest in measuring the same.

Modern experience level (XL) measurement approaches act as key guides for enterprises and workplace service providers, enabling them to foster a technology-led environment providing business benefits. These XL parameters go beyond traditional approaches to measure factors that affect user experience through devices, applications and other workplace technologies. XL measurement also leverages best-fit latest technologies, such as artificial intelligence (AI), to assess multiple user experience facets.

This paper, jointly written by ISG and HCL, will take a deep look at XL measurement, the common classification, applicability in experience level agreements (XLAs) and HCL's approach to the same. This paper will also provide insights into best practices for enterprises taking the XLA route and draw a roadmap for these approaches.

As external factors, such as the ongoing global pandemic, forces us to accelerate the adoption of digital technologies and work remotely, workplace management has become more complicated. XL measurement can be leveraged by enterprise IT leaders to assess their efforts in eliminating workplace challenges in a Covid-19-like situation. It can also pave way for future applications that extend beyond workplace technology and cover modern talent management and digital dexterity among users.

Introduction

Need for XL measurement in digital workplace

Technology advancements in the consumer world and ever-changing user preferences inspire disruptions and transformations in the enterprise workplace. Mobile phones swiftly entered the workplace with introduction of enterprise mobility technology. When mobile app culture became common in consumer world, enterprises too started looking at ways to *appify'* their business and line-of-business (LoB) applications. To keep pace with the evolving consumer- technology world, enterprise workplace leaders often focus on providing their employees same or similar technologies for their job profiles. The objective is to provide access with the technologies that users consume in their personal lives. However, this approach does not check if technology enablement is enough to help users perform better in their jobs or if it provides any visible business outcome.

For digital transformation initiatives targeted at external end users (customers of customers), business leaders must track and measure associated business benefits and user satisfaction. Any measured business benefit can be tracked back to the business transformation initiative using this approach. However, for internal workplace transformation, we often see IT stakeholders still relying on traditional methods of measuring service efficiency. While measuring the effectiveness of workplace transformation initiatives, IT leaders often rely on operational level key performance indicators (KPIs) constituting the SLAs. For measuring user experience, they rely on ticket resolution satisfaction level which is an indicator of user experience after they encounter an issue.

For many years now, standard service levels (SLs) have been controlling nearly all workplace sourcing engagements. These SLs focus on KPIs such as first call resolution (FCR) and mean time to resolution (MTTR). These KPIs measure service desk performance and determine if a service was provided within the agreed time frame. However, with the proliferation of digital technologies in the workplace, measuring service delivery only on SLs is inadequate. SLs do not accurately depict the experience score pertaining to the services provided to clients and end users. Hence, workplace leaders must look beyond the traditional contractual model, acknowledge and measure user XLs in a workplace.

Will XLAs replace SLAs?

The KPIs traditional SLA focused on only indicated whether a system was *on and running* and how much time did it take to resolve an issue. It did not focus on how effectively the technology was translating into end user productivity and visible business benefits.

For example, FCR, a traditional KPI in a service desk SLA, is a good measure of agent effectiveness. However, it does not give insights on whether FCR translates into high user experience or enhanced productivity. Hence, even if service desk agents are efficient and quickly resolve incidents over first contact, users may be unhappy with overall workplace technologies. Therefore, managed workplace service engagements following these traditional approaches often experience what is referred to as the Watermelon Effect — the monitoring statistics appear green, indicating all good, but, in reality, users are very unhappy or the status is red, indicating bad.

SLAs usually focus on uptime and availability of the technology, which alone cannot highlight business transformation benefits. Enterprise leaders are increasingly expecting modern workplace transformation initiatives to result in visible business outcomes.

Enterprises considering workplace transformation with modern technology are looking for ways to measure user XL that can be translated into concrete business benefits. This has given rise to XLAs, where services are contracted based on measurable XLs. These XLAs consist of a variety of KPIs augmenting the existing SLA KPIs, along with many additional parameters defining end-user experience. An XLA is a new and budding concept and clients and service providers are still trying to formulate the best approach for service contracts. Contrary to common belief, XLAs will not replace SLAs, but only support the latter and add experience indicators (XIs) in service delivery contracts that can create a baseline for expectations for users of the service. In fact, most XL parameters in use currently are built on top of existing traditional SLAs. This is because reaching a desired end user XL would also require meeting certain service levels. SLAs focus on output, such as system uptime, while XLAs focus on outcomes, such as employee engagement.

XLs in digital workplace

User experience in a digital workplace is affected by multiple factors and includes experience with workplace technology (devices and apps) and workplace support, along with associated business benefits. It also includes workplace technology performance measurement, user feedback and traditional experience-indicator metrics.

To put simply, user experience with workplace technologies is defined by three aspects:

- Anytime, anywhere and any platform device and app performance ensuring uninterrupted service
- AI- and automation-enabled workplace support ensuring a contextualized workplace
- Knowledge-empowered environment to help users get access to required data and apps and benefit from peer knowledge

What defines user experience for digital workplace technology?

Figure-1: Components of user experience in digital workplace

As explained above, technology empowers and affects many aspects of user experience in a workplace. Unexpected system failures, app crashes and unavailability of information can cause a severe dip in user productivity and overall experience. Analytics that can measure time spent or time wasted as a user deals with a technology failure or a system crash can provide significant insights into user productivity. Leveraging automation, AI and other modern technologies, XL analysis can reduce time wastage, which translates into enhanced user productivity and, thus, improves user experience.

Modern workplace system monitoring tools can predict and prevent device and app failures and can provide automated solutions. For issues requiring human intervention, these solutions can warn users in advance and thereby avoid potential service interruption.

A virtual workplace support agent, such as a chatbot empowered with cognitive intelligence, can acknowledge user issues during conversations and can contextualize implications on work. For issues requiring a human service desk agent, an intelligent analytics engine can provide insights on the number of channels and trials users have already gone through. This insight informs agents about all the steps a user has already taken before reaching out to them. With this information, agents can better serve users by not asking few questions which might frustrate them. These approaches enhance experience and can garner high user-satisfaction ratings when surveyed.

Users can also leverage the knowledge base to solve issues themselves, without going to the service desk. These tools enable end users to feel empowered and can contribute to enhance their experience with digital channels. The analytics running behind these knowledge bases and articles can determine how well they are used to provide enhanced user experience.

XL components

ISG, in its report on Digital Workplace of the future, has mentioned that a smart digital workplace, empowered with modern intelligent technologies, can act as a personal digital secretary. This digital secretary can enhance end user experience through automation of mundane activities, and enable ubiquitous access, contextualization, collaboration and enhanced productivity. An important capability of this personal digital secretary is the ability to measure user XLs.

ISG's work with enterprise clients and service providers has helped to identify common components that are usually a part of XL measurement approaches. As highlighted in figure-2 below, XL KPIs can be segmented into four main categories:

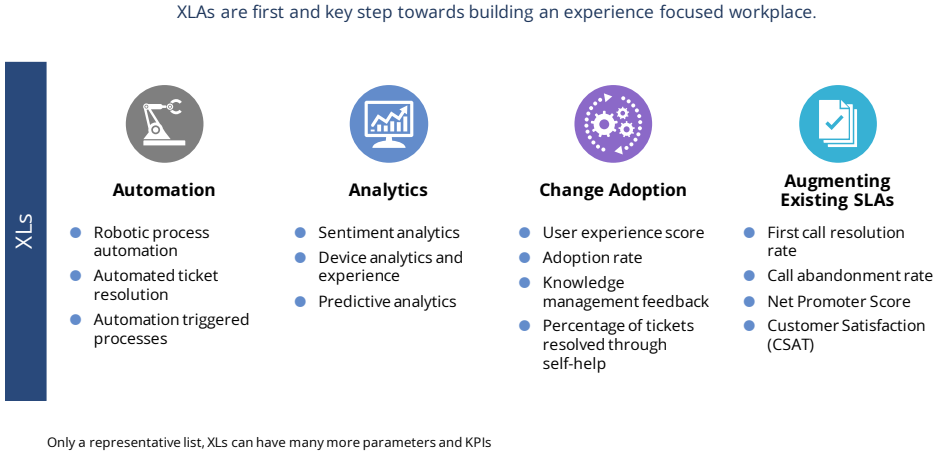


Figure -2: Components of XLs

KPIs related to automation efforts

Automation opens myriad opportunities to enhance user experience by reducing operational complexities and taking preventive actions.

By leveraging system monitoring tools and solutions, automated workplace support solutions can proactively resolve issues that could result in a potential workplace incident. These solutions run in the background, collecting information about user behavior with apps and devices. They can take actions automatically, based on set rules without letting users know. For instance, automatically clean temporary files once internal storage crosses a certain threshold. KPIs related to these solutions determine the efficiency of an automated solution and directly contribute to end user experience.

Workplace automation may also involve automating workflows to eliminate/ reduce steps in tedious mundane processes. By analyzing business processes and leveraging robotic process automation (RPA), tasks that could hamper user productivity if done manually can be automated. KPIs that could identify such opportunities and associated productivity gains form part of XL measurement.

Some examples of such KPIs are mentioned in the table below.

KPI Example	What it measures?	How it relates to experience?
- Percentage of tickets eliminated - Proactive fix - Percentage of proactive issue capture	Number or percentage of incidents resolved/ avoided because of automation	Uninterrupted workplace service delivery
Processes automated	Number of tasks eliminated through workflow automation	Reduced effort on non-productive tasks and ability to focus

KPIs measuring analytics efforts

Parameters related to analytics-enabled measurements form an integral part of user XLs. This category includes insights powered by analytics around user feedback and technology performance. System and background application monitoring solutions conduct ongoing analysis on apps and device performance. These solutions measure key parameters that define device status such as overused device storage, device heating and secured or unsecured connectivity. These parameters prompt end users or IT administrators to take the necessary steps like preventive actions to ensure uninterrupted service.

Workplace support function also leverages analytics-driven insights, powered by latest technologies like contextual intelligence to determine user experience. Different workplace support channels record user interactions and run analytics on spoken or written query and feedback to determine user sentiments; anger, frustration, satisfaction and applause are reflected in the way users write an incident e-mail, interact with an agent over a phone or interact with a chatbot. These insights contribute directly toward measuring user experience.

Some examples of such KPIs is mentioned in the table below.

KPI Example	What it measures?	How it relates to experience?
- Device Health Index % - Device Experience	Device ability to provide secure access and optimal performance	User ability to work without interruption from device perspective
Sentiment analysis	User sentiment while interacting with workplace support	Sentiment can highlight user experience and satisfaction level with workplace technology

KPIs measuring change adoption and user self-help

A major part of XL measurement deals with users becoming familiar with digital technologies and leveraging them to effectively do their jobs. These technologies aimed at improving user experience and productivity, however, are subjected to proper adoption. Some KPIs track user adoption of the latest technologies in a workplace, while some track usage and efficiency of workplace knowledge base. Change management is integral to XL measurement as adoption not only help users perform efficiently, but also enhances familiarity with digital technologies.

Some examples of such KPIs are mentioned in the table below.

KPI Example	What it measures?	How it relates to experience?
- Adoption Rate - Usage Trend % - Percentage of Users Utilizing the Service	Number or percentage of users leveraging latest technologies	High usage or adoption usually indicates high user experience
- Knowledge Articles Usage - Knowledge base Referral	Usage and efficiency of internal knowledge base for user self-help	High usage of knowledge base indicates user ability and familiarity with digital technologies

Augmenting existing SLs

As explained previously, measuring XLs is not a replacement for determining traditional service levels (SLs) but rather an augmentation of the same with additional insights; ISG has observed that in different XL measurement approaches traditional SLs form a major component and include analyzing incidents ticket history, service desk level KPIs and customer experience metrics.

Analyzing incident ticket history: Running analytics on service desk incidents and tickets is a common practice deployed by many IT administrators and service providers. It provides insights into how well a workplace support system is managing user incidents; this, to a large extent, is dependent on human desk agent efficiency. However, a periodic assessment of incident tickets and the way they were handled is an indicator of workplace technology's ability to ensure uninterrupted service delivery. These KPIs focus on determining a workplace support system's efficiency.

Traditional service desk KPIs: XLs measurements are always related to the efficiency of service desk operations. Highly efficient service desk operations naturally result in satisfied user experience. Service providers often leverage traditional service desk KPIs like FCR, average handling time, average response time and mean time to resolve (MTTR) in managed services. These parameters determine system uptime, and quality and efficiency of service desk agents, which directly impact and contribute to user experience.

Traditional customer experience metrics: Traditional customer experience metrics like net promoter score (NPS) and customer satisfaction score (CSAT) are often an integral part of XLs measurements. These parameters help assess internal IT perception and end user opinion collected periodically.

Some examples of such KPIs is mentioned in the table below.

KPI Example	What it measures?	How it relates to experience?
RCA Analysis	Percentage of incidents for which root cause analysis is done	Efficiency of workplace support indirectly contributing to experience
User Contact Ratio	Resilience of workplace support against scale	
Service Resumption Time	Time lost in service resumption (after interruption)	High scores signify dip in productivity and, hence, low/poor user experience
Call Abandonment %	Percentage of service calls abandoned without resolution	
CSAT	Customer Satisfaction	Direct measure of user satisfaction contributing to experience

The managed workplace service providers that focus on traditional parameters often face challenges in showcasing the benefits of their transformational initiatives to their clients. Similarly, enterprise clients who are unable to incorporate XL measurement into workplace find it difficult to quantify major technology transformation improvements. Dependence on older methods of measuring SLs often result in an acrimonious relationship between service providers and their dissatisfied clients.

To foster productive provider-client relationships and to help clients reap the benefits of modern workplace technologies, XL measurements must be adopted in some form. ISG has observed that clients are beginning to understand the importance of tracking and measuring XLs. However, the concept of XLs is and needs to be put in right context for clients to understand. For example, a client may not appreciate an XL measure if it only includes KPIs associated with application of automation technologies. Many clients believe automation of mundane activities is a natural service efficiency evolution and do not consider it as a real business enabler. Therefore, it is important to tie the benefits realized by technology for an end user persona or his/her day-to-day operations with empirical evidence of experience improvement.

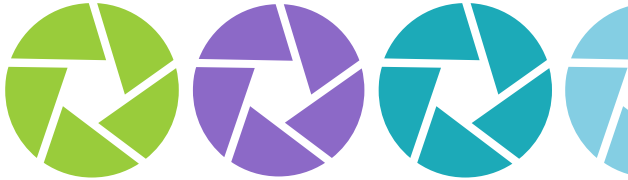
Another challenge that ISG has observed with the use of XL measures is when they are applied in managed service contracts or XLAs. Many clients look at XLAs as a way for service providers to leverage a gainshare model and may, therefore, have some reservations. It is natural for a managed service provider to expect gainshare as fee if they can transform a workplace experience for users. However, it could be perceived as a forced approach adopted by providers to charge premium if client is unable to understand XL related business outcomes. Clients generally avoid unpredictability in cost, but they appreciate visible business benefits. When a managed service provider can lay out a definite plan or approach for user technology adoption, it can also comfortably commit on associated business benefits.

While working on XLAs, it is important that the relevant stakeholders of the client and the service provider work collaboratively. Usually such initiatives involve key stakeholders such as IT infrastructure, service provider delivery, workplace lead, strategy head and experience manager from a client's side. Furthermore, to make this program successful, line of business and human resource representatives should also be included. Stakeholders should collectively understand the need for introducing XLAs and identify relevant

parameters for their environment in agreement with service provider. Following this, it is necessary to prioritize the parameters and provide a basic threshold for each and then get approval to kick start the initiative.

The best practice is to introduce these parameters, gradually, in first year of engagement and observe. In the subsequent years, more parameters can be added as per outcome. Also, adoption would require a significant transformation or cultural change. It is to be noted that the onus of the adoption cannot be on the managed service provider alone. It should be driven by client's senior leadership so that contributions at all levels are incorporated in the XLAs.

It is important for service providers and clients to work collaboratively to make the XL approach successful. XL measurements can also be tied with financial clauses to determine, commit to and ultimately deliver experience thresholds.



XL Scope: Hard parameters vs soft parameters

Though XL is often marketed as *user experience*, using the term to define a user's overall experience with their jobs could be an exaggeration. User experience with work/job can also be dependent on other factors that are not related to workplace technology. ISG's research and work with enterprises has revealed that workplace technology is not the prime factor contributing to enhanced user experience; device and application performance is important but comprises only one aspect of user experience. Also, many components of XLs are identical to traditional SLs, which are operational in nature.

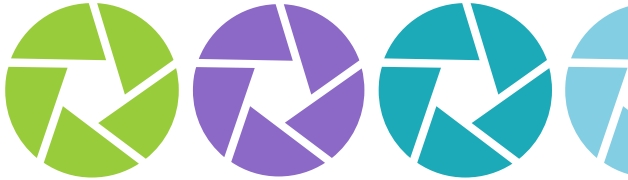
However, this should not suggest that the concept of XL cannot be leveraged to determine other soft factors contributing to user experience. In fact, the same technologies that empower XL measurement can be leveraged to measure soft parameters such as user perception about workplace, satisfaction and happiness. An XL-powered digital workplace can run analytics on user behavior with apps and data and can determine the processes that can be automated for repeated actions undertaken by users. For example, logging into leave and expense portals, and approving leaves and expenses and switching back to the work application can be improved with workflow automation. Advances in machine learning (ML), AI and cognitive automation can significantly improve user experience. A user, for instance, can interact with a personal secretary (that could be a chatbot) and can express disappointments over projects/individuals and the system can leverage sentiment analytics to provide an empathic response.

At present, some workplace technologies in the market can actually help gauge users' mood/perception about their company. However, if service providers choose to measure and report experience beyond technology and overall experience with job, they need to involve stakeholders beyond enterprise IT. A business communication leader, CXO leadership and a human resources team would be the best participants for such discussions. Again, this setup emphasizes the need for clients and provider to work together to make XLs measurements successful.

XLs and digital dexterity

XLs measurements can be leveraged to assess user level of expertise in working with digital technologies. Digital dexterity of end users is defined as the ability to better use modern digital technologies; this is different from digital literacy because the latter refers to knowing the basic functionalities of digital technologies. Digital dexterity determines the expertise level of users with these technologies. For example, average users can be familiar with the basic user interface of a workplace software solution, making them digitally literate. However, a few dexterous users could leverage the less popular, but highly intelligent, features of that solution — for instance, create a bot — to outperform others. An XL parameter that can measure the abilities of such users (by tracking number of bots created) can provide insights into digital dexterity.

XL measurements can have the ability (and option) to capture the digital dexterity of end users using modern workplace technologies. As workplace focus shifts on better talent management and recognition of outperformers, XL measurements can play a significant role in capturing and rewarding the best talent in the workforce, which, in turn, can contribute to high retention and low attrition.



XLs: Way forward in the pandemic crisis

Since January 2020, the world has been grappling with the Covid-19 situation, which will result in a seismic shift in the way of working. Remote working is increasing among enterprises. This new way of working has introduced its own set of opportunities and challenges in workplace transformation.

The Covid-19 pandemic has resulted in severe challenges for enterprise workplace leaders. Getting the workforce to adjust to the new normal of working from home has emerged as a test for the agility of enterprise IT. Globally, many enterprises have reduced onsite or in-office workforce by half. To enable work-from-home, at scale, some organizations are also shipping ready-to-use devices to employee homes. Despite many countries going for a lockdown, many organizations are still recruiting and undertaking virtual onboarding of new employees.

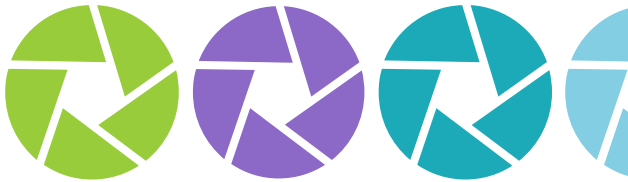
Traditional SLs designed for users working from dedicated premises or devices are increasingly becoming irrelevant in this pandemic. Workplace leaders are realizing that in the current situation they must measure service performances using parameters that directly correlate to end-user experience. Employees are expected to work with technologies offering increasing level of self-help features. In this scenario, organizations need to accelerate the move toward a pay-per-use model for workplace technologies.

Modern XL measurements offer many such approaches that can be readily adopted for effective results. As an increasing number of employees work from home, there is need for effective workplace support experience by leveraging digital technologies. As enterprise IT is deploying fewer human agents to support remote working, at scale, dependency on virtual agents, chatbots etc. will increase. XL measures related to chatbots and digital technology adoption can be used effectively in this regard. XL measurements such as user adoption rate, percentage of issues resolved through AI using knowledge base and helpfulness of a virtual agent can measure workplace support effectiveness. Similarly, XLs that measure issue avoidance through predictive analytics and proactive monitoring can help IT leaders analyze gaps in real-time and re-mediate. XLs measures like user sentiment analysis can be extended and help assess employee morale in the present situation.

XL measurements are designed for a digital workplace, where experience takes centerstage for all transformation. Under normal circumstances, it would take years of efforts to convince users to adopt digital technologies. But, the current crisis has accelerated this shift.

As remote working and digital collaboration becomes the new normal, XLs can be measured and leveraged to enable workforce assessment, talent retention and attrition prediction along with determining user experience. As the entire workforce will have access to similar digital technologies, finding meritorious employees could emerge as a major challenge, especially when everyone is working remotely. XL usage to determine digital dexterity will be helpful in such situations.

The modern workplace with its digital assets will not be the same once this crisis is over. In the foreseeable future, XLs may not be just an additional appendage but a mandatory component, determining the efficacy of managed workplace services.



HCL's approach to XLs and Covid-19

HCL Pulse

HCL leverages experience level agreements approach for a user-centric experience-oriented measurement of services. HCL's Pulse of Employee Experience is a blend of several parameters that collectively contribute towards employee or end user experience.as shown in Figure-3. HCL's Pulse KPIs can be labeled in three major categories which enable its customers with site and persona health dashboards by leveraging Experience Level parameters to come up with an overall health/reliability score.

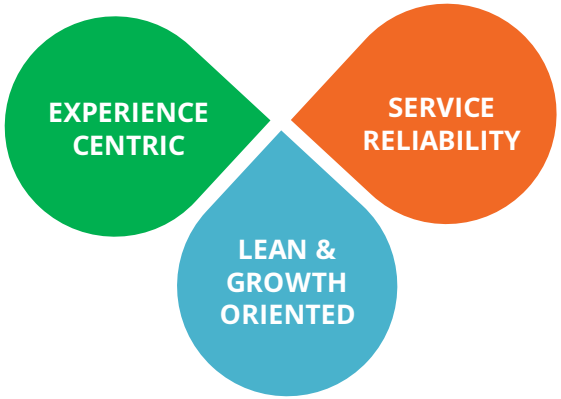


Figure 3: HCL's Framework on XLA's

Pulse of Employee Experience: HCL has proactively started introducing XLs in most of the new engagement and renewals with existing customers. This is done by leveraging unique WXC (workplace experience consultancy) engagement with customers that helps define the entire journey to move from SLA to XLA. This includes defining the relevant XL parameters that tell a truer picture of user experience and co-sketch the future journey where gradually more parameters are on boarded as the relationship matures. This approach of gradual adoption of XLA's helps customers in managing the change efficiently. HCL's Pulse parameters to measure experience health and service reliability score, are broadly categorized as:

Experience Centric Parameters: These parameters leverage multiple tools to measure regular service levels and quantify user perception that results in User Experience Index (UEI). The UEI considers regular user feedback KPIs like NPS, CSAT and quantifies user perception of IT support and sentiment analysis via facial recognition technologies. It also leverages IT support KPIs like ticket hop count, service resumption time to measure the delay that results

in poor experience. UEI provides an organization-level dashboard view for user experience that can also be drilled down for different IT functions (such as network bandwidth and applications), user profile/ device and remote work locations or geographies. UEI also determines user experience specific to client industry verticals and help clients benchmark their values against industry average.

Lean and Growth-oriented Parameters: These parameters ensure that enterprise IT is flexible to support workplace operations at scale by focusing on efficiency improvement. This includes adopting digital channels like Enterprise Cognitive Virtual Personal Assistants. The parameters leverage real-time chat translation with sentiment analysis and AI-powered preventive and preemptive resolution of issues with auto remediation. These parameters ensure that users are more inclined and directed towards digital channels for workplace support.

Service Reliability Parameters: These parameters ensure reliable workplace support and continuous quality improvement with user feedback. HCL leverages solutions such as real-time analytics on chat and calls to analyze employee sentiments and agent performance. It also integrates real-time contextual feedback for successful incident resolution via automated and self-help channels such as self-help scripts, cognitive assistants and employee care lounges.

These parameters align with HCL's SMART Employee Care Model and leverage its homegrown IPs and proprietary solutions to empower components of XLA Pulse approach. Some of the core IPs leveraged are described below that have helped HCL in constructing a resilient approach for its customers.

- **HCL WorkBlaze:** HCL WorkBlaze manages end user IT environment through AIOps, proactive real-time detection of events and effective capture of end point device performance, application performance. It also analyzes user activities for the investigation of probable causes of incidents and problem thereby improving the overall experience of users accessing IT services and coming up with an overall User Experience Index (UEI).
- **DRYiCE OptiBot:** OptiBot is HCL's end user enablement suite of products which empowers users to solve IT issues on their own. It has become increasingly important for companies to focus on Shift-Left approach to ensure optimal productivity and efficiency coupled with accurate and timely information for business success. OptiBot not only aims at employing Shift-Left strategy in order to solve PC problems without users realizing the problem, but also gives a paradigm of operational efficiency a whole new definition.

- **OptiBot Neo:** With the self-help mobile app, HCL delivers all support enabling capabilities. It provides call/chat with help agent based on location services, reset password, resource scheduling, feedback capturing etc.
- **Reset Station:** End-users are empowered to reset their passwords without reaching out to service desk agents. In addition to the traditional SMS, call, web and mobile app options, it offers voice biometric as a means for users to change their passwords.
- **Live Station:** Users have an alternative option to reach out to the service desk via chat through the OptiBot interface. The hassles of separately opening the ITSM tool, logging a ticket to reach agents are eliminated. Service desk agents are thus empowered to handle multiple chats simultaneously. This also includes multilingual real-time chat translation capabilities where a native language agent can respond to user queries coming in a different language.
- **Knowledge Station:** Do-it-yourself videos - This proposition strengthens existing knowledge management repositories by introducing new and innovative text and interactive video articles, thus promoting self-service, fostering digital skills and improving user experience.
- **App Station:** ServiceXchange – This solution aggregates business services and delivers an outcome-based everything-as-a-service model. It is a system for orchestration between the service consumer and the service supply chain entities enabling order fulfilment (applications, hardware etc.), order routing and catalogue aggregation.
- **Compassionate Change Management:** HCL's approach for adoption includes two channels, one gamified change management and the other, functional approach. In the unique gamified approach for enterprises to increase user engagement and user adoption of tools,it incorporates user onboarding games, incentivizes eLearning, creates IT self-service and behavior change management leaderboards. For the functional approach, it leverages Digital Assessment Parameters (Demographics, Qualification, tech savviness), Mediums (reactive and real time surveys) to arrive at a literacy score followed by customized trainings like virtual drop-in sessions, digital academies that curate resources such as 'How To', intuitive video or webinars, social platform based discussion groups and communities for peer support to increase the literacy.

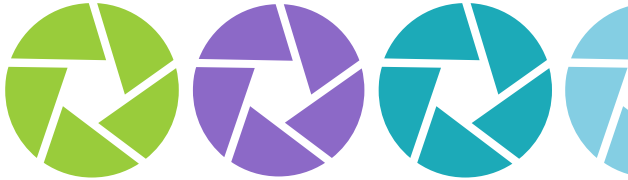
- **DRYiCE LUCY:** HCL's Lucy is an enterprise cognitive virtual assistant which handles IT and non-IT use cases such as finance, HR, legal etc. Lucy minimizes human intervention to create a much faster and efficient workforce which is available 24 hours 365 days.

- **Real-time Speech Analytics:** Speech analytics is a specialized tool that catches valuable information in unstructured vocal data that is difficult to sort and analyse, and translates into real time actionable insights, areas of improvements for agents & businesses
- **HCL Pulse:** HCL Pulse quantifies user satisfaction at all strategic service disposal areas using facial recognition technology and sentiment analysis. This helps organizations transcend from the usual CSAT tools and gives them a view of true "pulse" of their employees/customers.
- **Employee Experience Management:** Experience score is calculated through feedback pooled by users consuming IT services over 'productivity loss' while the issue was being resolved and 'level of satisfaction' with help of short pre-populated surveys and benchmarking it with organizations in similar vertical, and cross functions within enterprise
- **DRYiCE MyXalytics:** MyXalytics is a reporting and dashboarding product that provides a custom-tailored bird's eye view of operations by capturing the raw data from multiple tools/solutions and converting that into an intuitive and insightful report. While being capable of enabling effective and informed decision making in an organization, it also provides predictive analytics on IT service management data

HCL's approach towards bringing in XLAs highlights the importance of collaborative efforts between clients and service providers. The approach followed by HCL not only introduces new XL parameters in discussion but also includes standard workplace operational support KPI's. The overall experience score is then calculated by allocating a commonly agreed weighted average between HCL and its clients. These parameters and weightages vary amongst clients considering their stance towards acceptance, appetite for transformation, driving and building consensus, that typically involves multiple stakeholders, to move away from traditional approach. The weightages assigned for the metrics differ and can change with time as enterprises mature and users adopt the new technology. HCL also assigns a target achievement score for each of these categories to measure and benchmark against the actual scores HCL's model is completely modular, taking clients into confidence about the weightages of each metrics as per their preference and there is always an opportunity for the weightages to change over the course of engagement. As an example, at the beginning of the engagement, clients can have a lower weightage for metrics that measures knowledgebase effectiveness as it will take some time for users to start using and trusting a knowledgebase.

HCL approach to Covid-19 pandemic

In the wake of current crisis, HCL has come up with fluid workplace solutions that are extensible, scalable and connected. The idea is to build a 'workplace of trust', abstract workplace stack from the location, device and enable /promote remote working at scale. These solutions ensure user productivity, associated security in remote working, along with a bidirectional communications strategy and change management programs. This ensures that transformation initiatives do not leave any employee behind. To gauge and report effectiveness of the fluid workplace initiatives, work from home experience is rigorously monitored and benchmarked , this parameter "WFH@experience", is bound to become a defacto experience level (XL) that most organizations would include as a part of their XLA construct. HCL's Remote Productivity and Solution Pack includes a quick Remote Productivity Readiness Assessment & Consultancy followed by cloud ready, mobile first, modular solutions on virtual workspaces, Remote Collaboration, Remote UX Monitoring, Remote-friendly Support, Adaptive Security & networks and compassionate change Management



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Authors

Mrinal Rai, Author

Principal Analyst

Mrinal Rai is the Principal analyst for Digital Workplace and Social business collaboration. His area of expertise is digital workplace services and enterprise social collaboration both from a technology and business point of view. He covers key areas around the Workplace and End User computing domain viz., modernizing workplace, Enterprise mobility, BYOD, VDI, managed workplace services, service desk and modernizing IT architecture. In Social business collaboration, he focuses on enterprise social software, content collaboration, team collaboration, social media management and chatbot platforms. He has been with ISG for last 7+ years and has more than 12 years of industry experience. Mrinal works with ISG advisors and clients in engagements related to workplace modernization, social intranet, collaborative workplace, cloud-based VDI, end user computing and service desk.

Rakshit Ghura, Author

Vice President & Global Head – Digital Workplace Services, HCL

Rakshit heads the Digital Workplace Business Unit at HCL and run organizational capability unit for End User Services. In his role, he is responsible for defining, Incubating and creating the product roadmap/ strategy/ offerings around Digital workplace, Mobility, Automation, Workplace analytics, Employee experience and Collaboration. During his tenure with HCL, he has co-created and co-led multiple HCL digital workplace service offerings/ IP's like Kaleidoscope, Workblaze, Optibot, Intellizone etc.

Rakshit has over 16 years of work experience and based out of HCL Noida SEZ office. He holds Bachelor of Engineering (BE) & Master of Business Administration (MBA) degree along with multiple certifications in ITIL, Client computing, Cloud, Virtualization and other Workplace technologies.

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