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Solutions for the adaptive enterprise.
Almost all e-support decisions and return-on-investment (ROI) models are built on an expectation of what the tools can do—with little or no consideration of what people will do.

Executive summary

The promise of “e-support” is tremendous—and tantalizing. By shifting the delivery of some end-user support services to the Web, organizations can cut costs dramatically.

With end-user computing accounting for as much as 20% of the enterprise infrastructure budget¹ and end-user support typically accounting for more than one third of PC total cost of ownership², organizations are increasingly relying on e-support to cut costs, even as:

• End-user solutions become more mobile and complex
• End-user applications drive critical business processes
• End-user demand for high-quality services and support grows

Beyond bottom-line cost benefits, e-support also promises:

• Better workforce productivity—by integrating support tools into workflow
• Fewer service incidents—through proactive Web-based alerts, updates, and services
• Greater workforce agility—through faster, better support for new technologies and business initiatives

The potential business benefits of e-support—combined with the rapid evolution of Web service technologies and growing familiarity through consumer e-service experiences—have led many enterprises to move quickly to implement e-support solutions.

For many enterprises, however, the investments made in e-support have not yielded the savings expected.

People: the missing factor

While the usability and quality of the e-support service delivery technology is critical to success, the overwhelming reason for less-than-expected results is not technical, but human.

Overlooked in the enthusiasm for new technology—and not for the first time—are fundamental questions about people and their behavior. Almost all e-support decisions and return on investment (ROI) models are built on an expectation of what the tools can do—with little or no consideration of what people will do.

If people continue to call the help desk as they always have, even after implementation, expected cost savings will not be realized, no matter how good the technology. Indeed, companies have spent millions of dollars implementing highly sophisticated e-service tools that few people use—or, in some cases, that nobody uses.

While much time and effort has been expended in learning about and evaluating e-support technologies, relatively little is known about end-user adoption of e-support. Why does usage so often fall below expectation? Are people actively resisting the change? Is there something in the design of the tools themselves? Are the required changes in behavior greater than first assumed? Why do some people use the tools, while others don’t?

¹ “State of the Function: Help Desks and End User Support,” Infrastructure Executive Council (IEC) Corporate Executive Board report, June 2005. Council research suggests that companies with over $3 billion in revenues spend roughly 22 percent of their total IT infrastructure budget on end-user computing. This percentage includes all channels and levels of end-user support, and also the use of a computer or equivalent productivity device at the business applications level.

² Ibid. Council research indicates the PC TCO to be about $1,350 per year at the average Global 3000 company, including hardware and software cost, configuration, installation, maintenance, and end-user support. End-User support makes up 38 percent of the TCO.
End-user adoption of e-support
To help answer these and other questions, HP commissioned extensive primary research into the end-user adoption of e-support tools. The research shows that:

- Establishing self-service support as the behavioral norm requires more than great technology
- Successful adoption requires significant changes in end-user behavior
- Different end users have different attitudes and propensities toward e-support service—and respond to different motivations, incentives, communications, and orientation
- Usage of e-support services by some users does not necessarily translate into reduced call volume
- Changes in end-user behavior need to be proactively managed—over a significant period of time

This research, along with HP’s experience in delivering end-user support, managing service desks for global enterprises, and managing large outsourcing transitions, forms the basis of a unique program to address these issues, called HP Management of Change for End-User Adoption of eSupport.

HP Management of Change (MoC) for End-User Adoption of eSupport is a structured, comprehensive discipline that guides organizations of all sizes in driving end-user adoption of new Web-based support services. Offered as an integral part of HP eSupport service-desk solutions for large, medium, and small businesses, MoC tools and methodologies guide organizations to:

- Plan, design, and implement a successfully adopted e-support solution for their company culture and end-user profiles
- Monitor usage levels and patterns to sustain adoption levels and continue to improve services over time
- Establish the governance model and structure for managing major future changes to the end-user environment, such as the introduction of new technology, to maintain productivity and cost control

The impact of MoC on ROI
The difference in the rate and predictability of end-user adoption with and without a well thought-out and executed MoC program are striking.

With the right MoC approach, adoption ramps up much more quickly and steadily, and call volume decreases proportionately. Organizations can typically recoup much of their investment in 12 to 18 months after implementation. Without MoC, ROI takes longer, and is less certain. In many instances, there is no significant decrease in call volume, and expected ROI is not realized.

The remainder of this paper examines:

- The links between MoC, user adoption, reduction in call volumes, and actual ROI
- Some of the myths of end-user adoption
- HP MoC for End-User Adoption of eSupport in more detail

3 HP End User Adoption Primary Research, August 2004.
Why e-support?

The workforce—and the workplace itself—are undergoing fundamental change. Technology is changing the very nature of work—and where and how it is done.

At the same time, workforce productivity is an area of increasing strategic focus for organizations of all kinds, with IT playing a pivotal role in productivity growth for all kinds of workers in all kinds of industries.

Today, more than ever, organizational competitiveness depends on the ability to fully exploit information technology as an integral part of doing the job for end users in all functions—from the executive office, to field sales, to product and service creation, to delivery, to customer service and the back office.

The changing end-user workplace

As work and workers depend more on IT, end-user support needs are becoming more critical and more challenging.

Stalled users can mean more than a loss of personal productivity; their impact on others and on networked business processes can be both immediate and widespread.

At the same time, end-user computing environments are becoming more complex. The number of applications supported by the average IT help desk grew from 200 in 2001 to over 300 in 2004—and new, mobile, and rich media technologies are putting new demands on support organizations to deliver service anywhere and anytime it’s needed. Most enterprises are experiencing substantial growth in the volume of end-user requests for service, even as competition increases the pressure to cut support costs.

As a result of these changes, organizations are investing in new e-support technologies, which deliver end-user support services via the Web and promise to both lower cost of service delivery and improve service quality.

What is e-support?

The generic term “e-support” encompasses a wide range of electronic self-service tools from a variety of sources, which are intended to enable users to research and resolve certain types of computing issues and problems via the Web. Online services can include:

- **Troubleshooting**—tips and techniques to help users diagnose and solve common problems, which may also include automated diagnostics and fixes

- **End-user knowledge base/FAQs**—documents and discussion threads that end users can search for answers and solutions to common problems

- **Password reset**—tools that simplify access to enterprise data and applications without compromising security and enable users to reset their own expired or forgotten passwords

- **Live chat/instant messaging**—the ability to switch over to a live, interactive chat with a support analyst if a user becomes “stuck” using other Web services

- **Remote diagnostics**—the ability of a support analyst to remotely access the end user’s desktop for expert troubleshooting and fixes

- **Alerts/Status**—up-to-the-minute information on system problems and the status of an individual’s service requests

HP eSupport

HP eSupport is a comprehensive enterprise support solution that provides each user with a single, personalized, Web-based portal to all of the support services available to them.

Integrated into the end user’s everyday computing environment, the HP eSupport portal acts as a front-end service interface to all support channels, including access phone numbers to live telephone support.

In addition to simplifying service access, the HP eSupport portal eliminates the need to enter/gather user identification, system configuration, serial number, and other administrative information.

The HP eSupport portal also reduces service requests by:

- Capturing end-user service histories that users can easily use to “refer back to” for remembering how to resolve a problem

- Proactively informing users of known technical issues and linking them to automated fixes for common problems

The tremendous potential of existing and emerging Web service technologies to improve end-user service quality while reducing costs has led many enterprises to move quickly to implement large e-support solutions.

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High expectations

Like end users themselves, IT managers, when faced with rising demands to deliver more for less, look to technology for help.

To improve the quality of end-user services while simultaneously lowering costs, IT organizations have turned to Web-based service technologies with the expectation that these new technologies will help them to:

- Cut operational costs
- Improve end-user satisfaction
- Proactively identify and address “recurring” problems
- Free staff from “routine” problems to focus on more technical and/or strategic issues
- Make best use of existing end-user technology investments
- Support new business/technology initiatives faster

Compared to other IT investments, where results can sometimes be difficult to measure, the ROI on e-support technology looks very good indeed. While most organizations project a mix of “hard” and “soft” payback on their e-support investment, bottom-line cost justification and ROI models are primarily built on an expectation of a reduced need for telephone support service.

Reduced call volume for lower costs

Because each live telephone support call requires the participation of a relatively highly skilled and compensated support analyst, call volume is the primary driver of today’s end-user support costs.

It’s easy to understand the enthusiasm for e-support, considering that:

- Resolving some incidents using e-support can cost as much as 90% less than resolving the same incident via phone
- The average end user generates 1.5 to 3 problems and/or requests per month
- In some organizations, Web-based password reset services alone can eliminate as much as a third of total call volume
- The cost-per-incident for some Web services, once implemented, drops to nearly nothing

Unfortunately, however, investments in many large e-support technology projects have not yet yielded expected savings.

Disappointing ROI

Why? The fatal flaw in the reduced call volume ROI models used by most organizations to justify their e-support initiatives is that the calls will decrease as e-support tools are implemented. Little, if any, attention has been paid to the need for end users to change their behavior to make the new model work. Most projected business cases either ignore the issue or make the assumption that end users will change their current support behavior (using the phone) to Web-based support services. In practice, however, users have not shifted as quickly and significantly as expected.

Technology alone, it turns out, is not enough. Without an active and sustained effort to change ingrained end-user behavior—and communicate the why, what, and how of e-support services—end users who are driving up the call volume may be slow or unlikely to adopt Web services. As a result, the organization does not realize any significant decrease in call volume, and expected ROI is not realized.
Reducing, not replacing, phone support

Just as it was unrealistic to expect the introduction of the centralized service desk with remote telephone support to eliminate all desk-side services, it is unrealistic to expect that Web services will enable organizations to simply “unplug the phones.”

Indeed, the disruption experienced by many organizations making the transition from local desk-side to more centralized telephone support helps make the case for a more thoughtful and disciplined approach to e-support.

End-user adoption research

End-user adoption of Web support services is the key to “flipping the cost model” to decrease dependence on expensive telephone support and realize the expected ROI on e-support technology investments. Yet, of the three core elements of an organization’s end-user support solution—people, processes, and technology—people have garnered the least attention from IT executives, vendors, and analysts.

To learn more about end-user adoption of e-support services, HP commissioned primary research into user attitudes and behaviors.

Three independent consultants, including META Group Consulting, along with 40 cross-functional and cross-regional service-desk subject matter experts, participated in the HP End-User Adoption Primary Research Program, begun in spring of 2003.

Unlike research segmenting users by job functions or technical knowledge, the program set out to research different types of user behavior and attitudes toward IT support services, and more specifically, Web-based support services.

Key findings

Employing qualitative, quantitative research and usability studies, the study identified three basic behavioral end-user types with markedly different:

- Levels and types of service demands
- Attitude/Propensity toward using e-support services
- Adoption and usage patterns
- Learning and communication styles
- Motivators and incentives

While the actual proportions of behavioral types vary from company to company and industry to industry, all three types were found in every population studied and the basic distribution of types was fairly consistent.

One of the most significant findings to come out of the research was the low correlation between technical knowledge and the propensity for using Web self-support services. In fact, the end-user behavior type responsible for a disproportionate amount of service incidents—and the highest use of the most costly service delivery channels (desk-site, phone support, live chat)—spans the spectrum, from the most technically savvy to the least.

While this group has the most impact on “hard” and easy-to-measure costs, the behaviors of other end-user types exact costs in other areas, such as impact on their own productivity (reluctance to seek help) or the productivity of others (turning to a colleague for help).

Targeted, proactive communications, training, and other programs to address the propensities, learning styles, and behaviors of all three user types are necessary to optimize adoption of new support technologies and ROI.

With end-user satisfaction a critical service-level objective (SLO) for most organizations, a first step is to determine which problems and requests are best suited for the Web, and which should still be handled on the phone.
“We don’t just come in and consult and drop the 150-page report on your desk and we’re gone. The HP eSupport solution manager continues to work with you to drive eSupport and adoption, both as a member of the HP team and as a member of your eSupport community.”
– HP eSupport solution manager

More realistic expectations, more predictable results

Building on this primary research into end-user adoption of e-support services, as well as proven management of change best practices used in large outsourcing transitions and the experience gained in delivering end-user support services, HP has developed:

- A more complete formula to assess adoption, usage impact on voice call volumes, and actual ROI
- A program for proactive management of change to accelerate and sustain end-user adoption of HP eSupport service solutions to help ensure that ROI targets are met

HP End-User Adoption Modeling Tool

Working together, HP and META Group Consulting have applied findings from the HP End-User Adoption Primary Research Program and their combined experience to develop the HP End-User Adoption Modeling Tool.

The tool, designed to be used in collaboration with key stakeholders in the client organization, provides a starting point to determine the potential call avoidance rates an organization can expect, so HP and the client can jointly develop a more realistic and achievable ROI model for e-support.

HP Management of Change for End-User Adoption of eSupport

HP’s experience managing outsourcing solutions has shown that any major transition or change (e.g., transfer of personnel or cut-over of operations management responsibility) can have a significant impact on performance as people adapt and then adopt the change.

Our experience has also proved that proactive best practices can significantly and predictably mitigate and speed the process of change. Over the years, HP has developed and refined these best practices into formal management of change (MoC) transition and governance methodologies that help ensure people, processes, and technology are aligned, roles and responsibilities are defined, changes are well understood, commitments are gained, and objectives are met on time and within budget.

As a matter of fact, one of HP’s internal “MoC maxims” seems to sum up some e-support technology projects all too well: “You know you have a Management of Change problem when results are not in sync with expectations.”

To better manage the changes involved in shifting end-user service delivery from a primarily call-based model to a Web-based model, HP has developed a formal HP Management of Change for End-User Adoption of eSupport methodology. The methodology consists of a systemic approach and set of proactive best practices to drive timely and predictable end-user adoption of eSupport services.
The MoC for End-User Adoption of eSupport practice is built on:

- HP’s Transition and Transformation Methodology (TTM) and HP governance model
- HP and industry MoC best practices
- HP’s End-User Adoption Primary Research

HP’s experience in:
- Developing innovative e-support technologies
- Decades of delivering end-user support services
- Day-to-day management of 70 global enterprise service desks

HP MoC for End-User Adoption of eSupport builds on basic HP MoC principles: assessment, sponsorship, communications, training, skills development, knowledge transfer, and organizational alignment. It uses a tested Management of Change Implementation Guide as the framework for partnering and collaboration, and it follows a phased approach, consisting of:

- **Discovery**—exploration and assessment of the client environment through a series of interviews and facilitated workshops, sharing of findings from HP’s End-User Adoption Primary Research Program, and experience-based recommendations tailored to the client’s specific situation and environment

- **Planning**—refinement, prioritization, and determining ownership of MoC efforts

- **Implementation**—putting plans into action, with shared HP-client commitment and ownership for milestones and deliverables

- **Measurement**—monitoring and analysis of actual usage patterns, call avoidance, and progress in meeting user adoption goals

- **Improvement**—ongoing development and adaptation of MoC communications, eSupport portal design, and Web services to meet business objectives and continued active commitment of the client eSupport manager and the HP eSupport solution manager, a key member of the HP client management team

HP MoC consultants have an average of 10+ years experience applying best-practice MoC techniques in business, with expertise and backgrounds that span organizational design and development, human resource management, team building, sponsorship, and stakeholder alignment.

**Leveraging people, process, and technology synergies**

A unique advantage of HP’s approach is in the way HP MoC end-user adoption processes and the HP eSupport tools work together. HP MoC provides roadmaps for determining the appropriate HP eSupport technology for a particular environment, culture, and end-user base—and then supplies the processes to make adoption of the technology successful.
“As a customer, we can clearly see the benefits of following a formal Management of Change User Adoption process. We know from experience that just providing the toolset will not result in adoption and that uncoordinated communications produce only a small peak in interest and usage. HP’s holistic approach helps management articulate the vision and strategy—then enables the implementation team to focus on actions to produce the desired results.”
—HP eSupport solution client

Myths of end-user adoption

1. If we build it right, they will come.
   Great technology is critical. The e-support experience has to be positive, meaningful, and effective—or users won’t come back. But without awareness, understanding, and motivation, there is likely to be little experience of any kind, much less sustained usage. HP Service Desk and eSupport solutions provide a single, personalized point of interaction between end users and the service desk that make it easy to see and select alternatives to phone support. But even the best technology is not enough by itself to drive adoption. Without a proactive program targeted to effectively address the different needs of the various end-user types, organizations will not realize the decrease in call volume they need to achieve their ROI and other objectives.

2. They’ll use it—if it’s the only choice they’ve got.
   Like any technology forced upon an organization unprepared for change, mandatory e-support directives are disruptive to workflow and detrimental to business performance. Instead, e-support services should be deployed as an adjunct to, not as a replacement for, telephone, desk-side, and other support channels. Cost, productivity, and performance optimization take a well thought-out and integrated strategy for leveraging all support capabilities.

3. We can always do it later, if we need it.
   While the temptation is to concentrate on “one thing at a time” and “get the technology right” before tackling user-adoption issues, maximizing ROI requires synchronized assessment, planning, design, and implementation to align people, process, and technology. Integrated MoC and technical implementation efforts are necessary to prepare people to use e-support capabilities when they are launched and to quickly reach and sustain the usage levels required to achieve ROI. As a recent benchmark report of 288 companies noted: “When asked what they would do differently next time, most teams would begin their change management activities earlier in their next project, instead of viewing it as an add-on or afterthought.”

4. Non-use means resistance.
   End users who rarely or never use e-support are not, in most cases, actively resisting change or the new service channel. Most commonly, the reason behind low usage is a lack of awareness—not knowing about or understanding how to use e-support—and force of habit, automatically (in the absence of any countering measures) picking up the phone for help. We all know how hard it can be to break old habits, even when intentions are good.

5. All users are the same.
   HP’s end-user adoption research identified three different major behavior types in end-user populations. These types have dramatically different attitudes and propensities toward using e-support, different ways of learning and changing behavior, and different responses to different types of motivational incentives, communications, and training. An effective MoC program will be designed to reach and influence each group.

6. You’ll never get everyone to use the portal—just forget about the last 10%.
   The most resistant 10% may very well be the people driving up your call volume and accounting for a disproportionate amount of cost. Rather than forgetting about them or addressing them last, this should be the priority target group.

7. Traditional communication and training will work.
   While research shows that any kind of communication and training is better than none, and that what works in some corporate cultures and with some end-user types may not work with others, generally speaking, traditional corporate communications (memos, meetings, documents) are among the least effective (and often most costly) ways to improve end-user adoption of e-support services. To measurably impact adoption rates takes careful assessment, an innovative mix of communication vehicles and channels, designing by objective, and meticulous execution and follow-through.

8. Do it once—why do it again?
   Driving up and maintaining end-user adoption is a journey. While the most intensive efforts are in the first year of transition, once user adoption, call avoidance, and savings goals are reached, maintaining a steady state requires ongoing monitoring and periodic, well-timed communication, training, and motivation efforts. Major new business and organizational or technical changes can also cause fresh disruption and dips in usage and productivity, unless MoC practices are again applied to actively manage the impact of these changes.

Doing it right—from the start

Perhaps the biggest myth of implementing an e-support initiative is that proactively managing end-user adoption of new Web-based services right from the start is “more expensive.”

While investing in efforts to drive Management of Change End-User Adoption of eSupport may add to initial costs, incremental investment is small—typically, it amounts to less than an additional 10%. This is an investment that can be recouped when higher adoption of e-support services is realized.

What is painfully expensive is to have made a large investment in e-support technology, only to realize little or no payback—and to find an organization still in the same place 3–5 years later, facing the same end-user support issues of cost, quality, and agility. As one HP eSupport solution manager says, “If you give folks a Ferrari, but don’t teach them how to drive, it’s not cool. It’s like talking about what you have in the garage. You don’t go anywhere.”

Usage patterns show the importance of frequent and ongoing MoC activities on user adoption of e-support tools over time.
Realizing the full value of eSupport: HP client case study

Company
• Consumer packaged goods company

Event
• A global e-mail virus attack that brought down systems and flooded networks around the world

Response
• The HP IT team quickly created an executable patch and delivered it directly through the eSupport portal, providing end users with fast, easy access.

Results
• 5,000 end users prevented or reversed virus infection through HP eSupport

In addition, the company experienced no spike in call volume during the event—and saw a 160% increase in use of eSupport following the event.

As this example shows, the value of eSupport can go far beyond cost-cutting—to better protect enterprise data and empower a more agile workforce.

Realizing the full value of e-support and achieving expected ROI depends on successful end-user adoption of the new tools and channels of support.

HP leads the industry in this effort with its investment in the research and development of end-user adoption behavior and with its unique Management of Change for End-User Adoption of eSupport practice.

The HP difference

While management of change is an accepted industry practice, no other service-desk provider is tackling the issue of end-user adoption of e-support—and making the commitment to work side by side with organizations to achieve their e-support ROI goals.

Only HP combines:
• A fully integrated, personalized, and proven eSupport portal solution (vs. individual e-support tools)
• A practical tool for modeling achievable end-user adoption, call avoidance, and ROI
• A structured, time- and cost-effective MoC methodology to proactively address user adoption of eSupport services to meet ROI targets
• A synergistic approach that enables eSupport, service desk, and MoC efforts to leverage each other and drive improvement in all areas

• Ongoing eSupport and end-user adoption management as an integral part of its governance and client relationship model
• Significant and ongoing investments in research, development, and testing of HP eSupport technology, and best-practices development to help maximize technology ROI

Just as HP pioneered the service desk—consolidating support and extending services to provide full lifecycle management of every aspect of agility, continuity, and performance in the multivendor end-user workplace—we are taking a holistic approach to the promise of HP eSupport.
Why now?
New e-support technologies are enabling better end-user support for less. As the end-user workplace changes and end-user tools and applications become more tightly intertwined with critical business processes, enabling competitive advantage through an empowered workforce becomes more important than ever.

We invite you to start a conversation with HP today about Management of Change for End-User Adoption of eSupport to explore how HP can help your organization achieve peak operational efficiency, workforce productivity, and business agility.