



End-User Persona Rightsizing

Leveraging end-user personas to reduce IT waste and optimize employee productivity.

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Your enterprise is awash in computing devices, whether provided by your organization or brought to work by employees. That can mean unacceptably high costs for procurement, configuration and support. It can also lead to frustration and low productivity for employees. End-user persona rightsizing helps you avoid IT waste.

CompuCom[®]

\$627B

Worldwide spending on devices in 2016⁵

\$332B

Worldwide spending on software in 2016⁶

30%

Potential savings during the first year of operation through software licensing best practices⁷

Every CIO knows that mobile devices are proliferating — sometimes out of control. Worldwide, enterprises spent \$627 billion on devices in 2016.¹ In the United States alone, the number of mobile workers will rise to 105.4 million in 2020, accounting for 72 percent of the total workforce.²

All those mobile devices and workers need software, too. Around the world, organizations dropped \$332 billion on applications in 2016.³

These facts have CIOs — and CFOs — taking a harder look at IT spending. They want to be sure they're getting the most from every dollar they allocate to hardware, software and support.

Organizations now realize
they can reap dividends from
a superior end-user experience.

A persona is a detailed definition of a specific group of end users with similar IT needs. Persona rightsizing leverages personas to redeploy or recycle unused or underused IT assets.

Cost concerns are one of two primary drivers behind the growing interest in persona rightsizing. Organizations increasingly recognize that efforts like persona rightsizing can help them eliminate wasted IT. For example, one study showed that licensing best practices could help businesses save 30 percent on software during the first year of operation.⁴

The other key driver is end-user experience. Outside the enterprise, companies have come to understand the value of delivering a delightful customer experience. Inside the enterprise, organizations now realize they can reap dividends from a superior end-user experience, as well.

After all, end users are technology consumers. They've come to have high expectations of enterprise IT. They expect to have instant access to the devices, applications and IT support they need to do their jobs effectively. Persona rightsizing is an excellent way to meet those demands.

1 "Worldwide IT Spending Forecast," Gartner®, July 2016

2 "IDC Forecasts U.S. Mobile Worker Population to Surpass 105 Million by 2020," IDC®, June 2015

3 "Worldwide IT Spending Forecast," Gartner, July 2016

4 "Gartner Says Organizations Can Cut Software Costs by 30 Percent Using Three Best Practices," Gartner, July 2016

5, 6 "Worldwide IT Spending Forecast," Gartner, July 2016

7 "Gartner Says Organizations Can Cut Software Costs by 30 Percent Using Three Best Practices," Gartner, July 2016

Right Persona, Right IT

A persona is a detailed description of a specific group of end users with similar IT needs based on their roles, workstyles and workspaces. Personas give IT a better understanding of employees' business requirements, and they give the business a better picture of employees' technology needs.

Once you've implemented personas, you can understand exactly which devices and applications each end user requires. That's when persona rightsizing comes into play. For devices, rightsizing lets you take back unused or underused assets and reallocate or dispose of them. For applications, rightsizing lets you avoid unnecessary licensing costs.

For example, many organizations provide employees with smartphones as a matter of course. But end users who never travel probably have no need for mobile devices. By deploying those devices only to people who actually require them, you can achieve measurable savings.

Of course, you might identify end users who require more IT resources than they currently receive. As a result, you may have to increase spending to meet those needs. But numerous persona rightsizing engagements by CompuCom® have shown that organizations often end up with significant cost savings.

Persona Rightsizing in Action

A leading North American financial services company realized \$1 million in savings in just six months through persona rightsizing. CompuCom worked with the company to:

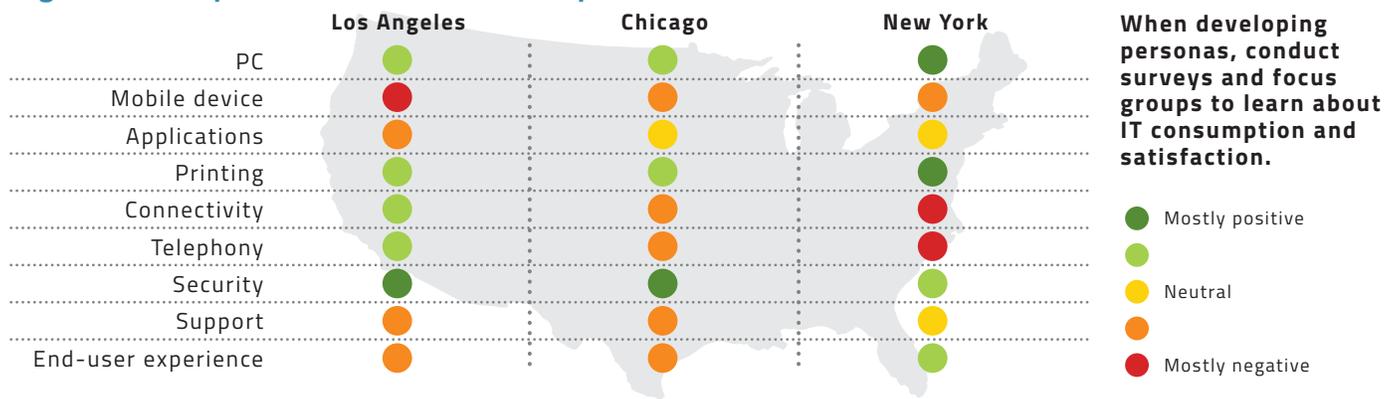
- Identify four end-user segments based on work location and level of mobility.
- Define 12 personas based on role and on current- and future-state workspaces.
- Map 15,000 end users to the defined personas.
- Analyze disparate data sets to calculate current-state persona-based metrics.
- Map end users to services and usage to transition from current state to future state.
- Prioritize IT Service Management (ITSM) needs for unified communications and file sharing.

Persona Rightsizing Done Right

Organizations that have been successful with persona rightsizing follow four best practices:

- 1. Validate with the business** — Personas are developed and implemented by IT. But IT can't operate in a vacuum. You need to work closely with the end-user community to understand their needs and gain buy-in. Start by conducting surveys and focus groups to learn about IT consumption and satisfaction. (See Figure 1.)

Figure 1. Sample End-User Focus Group Results



- 2. Communicate and collaborate** — When conducting persona rightsizing, it's important to clearly define which standard and optional IT services each persona will receive, and to clearly communicate that to the business. (See Figure 2.) Many organizations find it's helpful to work with a business liaison for each persona. The liaison interacts with IT on an ongoing basis to make sure IT continues to understand business needs.

Figure 2. Sample Microsoft® Office 365™ Rightsizing

Segment	Persona	Exchange Online Kiosk	Office 365 Enterprise K1	Office 365 E1	Office 365 E3	Office 365 E5	Microsoft Visio®	Microsoft Project
Onsite Enterprise	Standard Enterprise			S	O		O	O
	Tethered Associates			S	O			
	Contact Center			S	O			
Extended Enterprise	Roaming Enterprise				S		O	O
	Technical Operations				O	S	O	O
	Senior Business Leader					S	O	O
Remote Enterprise	Client Leader					S	O	S
	Field Services		S	O			O	S
External	Untethered Associates		S	O				
	Offshore/Nearshore		S	O				
Other	Guest/Admin	O						
	Non-applicable	O						

- 3. Manage change** — When you perform persona rightsizing, some end users might receive upgraded technology. But some might transition from a laptop to a lower-cost desktop, and others might no longer be provided with a mobile device. Expect end-user pushback in these situations. It's important to explain to stakeholders how personas benefit the business — through lower costs and better end-user productivity.

- 4. Operationalize rightsizing** — Your initial rightsizing initiative will likely be a significant effort — though the process should take 12 weeks or less. You may need to deploy new hardware or applications. Or you may need to reclaim a large number of devices, or significantly rework your software licensing. But rightsizing isn't a one-and-done proposition. You need to operationalize rightsizing to make sure personas continue to reduce costs and improve end-user satisfaction and productivity.

Rightsizing for Good Measure

After you've completed your initial persona rightsizing, and then on an ongoing basis, you need to measure the results. Pay close attention to these four metrics:

- 1. Cost savings** — There's no guarantee you'll save money through persona rightsizing. After all, you may find that many of your end users are under-provisioned and require more IT resources than they currently receive. But larger organizations often identify literally thousands of IT assets that are unused or underused. CompuCom's experience has been that most organizations that conduct persona rightsizing save money through redeployment or disposition of assets.
- 2. Asset performance and utilization** — You should be able to measure usage of whatever aspect of IT you're rightsizing. For example, if you're rightsizing mobile devices, you should see a decrease in the number of devices per end user. If you're rightsizing applications, you should see appropriate changes in software licenses.

Also track the performance of IT assets to get a sense of how IT is being consumed. (See Figure 3.) If you find that a large number of smartphones aren't in use for a high percentage of time, for example, then you may be deploying the devices to people who don't need them. If you see a large number of devices with high CPU or RAM utilization, then your devices may not be sized properly to meet end-user needs.

Figure 3. Sample Persona Performance Metrics

Item	Metric	Current	Target
Workstation	Not in use 80% of time	1%	<10%
Smartphones	Synced with corporate email	72%	100%
Printers	Devices with less than 20 print jobs	9	0
Compute	Devices with high CPU >50% of time	2.7%	<5%
Memory	Devices with high RAM use >70% of time	3%	<5%
Storage	Devices with <12% available disk space	0.1%	<5%
Connectivity	Devices with high I/O use	10.1%	<3%

Track the performance of IT assets to get a sense of how IT is being consumed.

- 3. End-user satisfaction** — Conduct regular surveys to measure end-user satisfaction. Look at the same measures you used when planning your rightsizing initiative so that you can track progress against your baseline. You should expect to achieve measurable improvements in end-user satisfaction as a result of delivering the right IT.
- 4. End-user productivity** — It can be difficult to measure whether productivity has improved as a result of persona rightsizing. But end-user satisfaction surveys should give at least some indication that employees have the IT tools they need. And your business liaisons should be able to report on how effectively IT is supporting the business.

End-user Personas

- Provide a detailed description of a specific group of end users with similar IT needs.
 - Assign the right roles so that end users get the right devices, applications and support.
 - Help identify, manage and control IT costs.
 - Empower end users with the right technology, improving satisfaction and productivity.
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Living With Persona Rightsizing

CompuCom has worked with numerous companies that have achieved success with persona rightsizing. One is a global food-services leader that realized significant savings through rightsizing of Microsoft® Office 365™ licensing.

Office 365 is available in a variety of licensing packages. But many enterprises purchase the most comprehensive package for all end users — essentially wasting dollars on unneeded software. Rightsizing can save money by delivering the right Office 365 package to the right users.

For example, in a typical organization with 3,800 seats, Office 365 E5 licensing would cost more than \$1.5 million a year. With a mix of Office 365 license models based on persona rightsizing, that organization could reduce annual Office 365 licensing costs to about \$1.1 million.

CompuCom experienced tremendous internal success with persona rightsizing for both software licensing and mobile devices. Through persona rightsizing, we identified 750 associates who were provisioned with mobile devices but who never traveled offsite or moved among campus buildings. Because these associates didn't need mobile devices, we were able to redeploy the devices to end users who did — and achieve immediate cost reductions.

For software licensing, persona rightsizing delivered even greater savings. For many years CompuCom benefited from an internal-use agreement with a major software vendor that essentially allowed us an unlimited number of seats. But business changes meant that the internal-use agreement would no longer be in effect — and would result in significant new licensing costs.

Persona rightsizing resulted in a cost avoidance of \$4 million for end-user and data-center license acquisition. It also allowed us to remove more than \$1 million in unused software. In addition, persona-based performance monitoring delivered more than \$500,000 in savings that hadn't been identified through Microsoft System Center Configuration Manager (SCCM).

The proliferation of devices and applications isn't going away. After all, your organization increasingly runs on IT. But the wrong IT in the wrong hands is a waste of money and a roadblock to your business success. Persona rightsizing gives you an effective, proven tool for lowering IT costs — and for delivering the IT resources that will improve end-user satisfaction and optimize the effectiveness of your workforce.



ABOUT COMPUCOM

CompuCom Systems, Inc., a global company headquartered in the U.S., provides IT managed services, infrastructure solutions, consulting and products to Fortune 1000 companies committed to enhancing their end users' experience. Founded in 1987, privately held CompuCom employs approximately 11,500 associates. For more information, visit www.compucom.com.

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