



## Personas for an Optimal End-User Experience

End-user personas provide a proven framework for improving IT service delivery — and optimizing employee satisfaction and productivity.

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Today's consumers demand always-on access to personalized technology and information. Your end users are no different. They expect the power and flexibility to access the devices, applications, data and IT support they need to do their jobs. End-user personas give you a proven way to align IT with the needs of business users — placing the right technology resources in the hands of the right people at the right time.

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## What Are Personas?

A persona is a detailed definition of a specific group of end users with similar IT needs based on their roles, workstyles and workspaces. CompuCom® defines personas from the perspective of end users — not the IT department — taking into account end-user needs for devices, applications, data access and IT support. Personas give IT a better understanding of employees' business requirements. And they give the business a better picture of employees' technology needs.

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The way your employees interact with devices, applications and data has changed. They're no longer willing to adapt to one-size-fits-all enterprise systems. As just one example, by 2020, 70 percent of work-related mobile apps will be developed or adopted without IT involvement, predicts Gartner.<sup>1</sup>

Indeed, today's end users want your technology resources to fit them and their unique needs. The stakes are high: employee satisfaction, engagement and productivity. With the right technology tools, your people can innovate, collaborate and achieve more than they thought possible. But with technology that doesn't meet their needs, you risk dissatisfied, disengaged workers who aren't fully contributing to company goals.

Yet giving every employee carte blanche access to whatever technology he or she wants isn't secure, efficient or cost-effective. The IT department must retain control of IT resources to optimize governance, security and return on investment.

What's more, end users don't always know which IT resources they require. They expect IT to understand their needs and provide them with the right tools for the job. If you simply allow end users to make their own choices, they often select technologies or services that are too expensive or misaligned with their needs.

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## End-user consumption of IT has changed dramatically.

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The solution to these issues is end-user personas. Personas provide clear visibility into how end users consume IT and the technology resources they need to do their jobs effectively. They enable you to deliver the right devices, applications, data and IT support to the right people at the right time. At the same time, they let you achieve an effective balance between end-user enablement and IT control. In short, they benefit IT, employees and the organization as a whole.

### Why Your Business Needs Personas

End-user consumption of IT has changed dramatically, for several reasons. First is the "consumerization" of IT, where employees demand the same access and ease of use from enterprise systems at work that they enjoy from consumer electronics at home. Second is the proliferation of mobile and cloud platforms, which presents end users with a broad range of new technology choices. And third is the bring-your-own-device (BYOD) movement, in which employees expect to select the technology they prefer.

<sup>1</sup> "Predicts 2016: Mobile Apps and Development," Gartner, October 2015



**These changes have taken place so quickly that IT departments have struggled to keep pace — especially in the face of ever-tightening budgets. While IT departments strive to retain control, the business expects IT to provide the latest capabilities as soon as they become available. The result is a growing divide between IT and the business.**

Personas bridge this gap. They help IT automate and improve the provisioning of IT resources to end users. Employees get empowered with the devices, applications, data and support they need. And costs and inefficiencies get driven out of the system.

## **Personas That Pay Dividends**

Not all approaches to end-user personas yield the same advantages. To achieve the true promise of personas, you need to implement them in an optimal fashion.

In their simplest form, personas group end users by a set of shared characteristics such as department, location, job function and level of responsibility. They offer a shorthand description of end users that IT and the business can agree on. The assumption is that all employees that share a particular persona also have very similar IT requirements.

But to truly deliver value to end users, persona descriptions must be sufficiently detailed. Ideally, they're built around dozens of characteristics aligned with employee roles and responsibilities. Those attributes must also be synchronized with a service catalog — a precisely defined and curated collection of the devices, applications and other IT resources available in the enterprise.

Finally, your persona model must be dynamic — so that you can easily modify persona definitions and individual end-user assignments as your organization's roles, responsibilities and business needs evolve.

## **Personas in Action**

A leading financial services organization sought to transform the way it delivered IT services to end users. The goal was to reduce costs while optimizing employee productivity.

The company turned to CompuCom's Persona & Identity Solutions, including a model for creating and managing persona-based services, plus a road map for implementation and continual improvement.

The results were impressive:

- 19 percent reduction in analytics reporting costs.
- 47 percent reduction in bank-teller costs.
- 233 percent reduction in the number of desktop items in the service catalog.
- 233 percent reduction in the time to onboard end users for a contact-center persona.

# Do's and Don'ts of Creating a Persona Model

## Do

- Listen to end users.
- Assess current technological capabilities.
- Create a strategic road map for achieving objectives.

## Don't

- Base personas on preconceived ideas.
- Fail to integrate business objectives and capabilities.
- Neglect the initiative after the initial deployment.

## Creating Effective Personas: A Four-Step Process

To get the most from personas, you need to invest in upfront modeling. Creating an effective persona model is a four-step process:

### Step 1 — Identify End-User Needs

To understand how IT can best serve end users, you need to talk to them. Online surveys, workshops and focus groups are essential. You should also leverage end-user incident data, mobile-device data and performance-monitoring tools. Then, analyze the data you've collected to determine what's working well and what needs to be fixed.

### Step 2 — Assess the End-User Experience

Capturing end-user feedback isn't enough. You also need to assess your technology capabilities as they pertain to the end-user experience based on which devices and applications employees are using and how well those resources are working. Collect data on IT issues such as how quickly machines boot up, how systems and applications are performing and which applications are used most often. Leverage this information to right-size each persona's technology requirements, create benchmarks for the end-user experience and make precise recommendations for improvements.

### Step 3 — Develop a Personas Road Map

Once you understand the IT resources employees need to do their jobs, you can document which requirements you're meeting today, which requirements you'll need to meet in the future, and which capabilities will be necessary to support that future state. Establish benchmarks that you can map against key performance indicators. Then, develop a multi-year road map, documenting the technologies, processes and services needed to optimize end-user satisfaction and productivity while managing total cost of ownership.

### Step 4 — Analyze and Continually Improve

The ultimate metric for personas is whether they improve IT's ability to cost-effectively deliver the IT resources each end user requires. With that in mind, you must continue to collect and analyze end-user and system data, with the goal of fine-tuning persona definitions and prioritizing new IT capabilities. That will enable you to optimize and right-size IT service delivery, reduce associated costs and ultimately improve employee satisfaction and productivity.

## Reaping the Rewards

Personas can help you cost-effectively deliver the right IT resources to the right people, dramatically improving the end-user experience. Along the way, they yield numerous practical advantages in key areas:

- **Software licensing** — By identifying which end users require which applications, you can reduce licensing costs for unnecessary software. You can also optimize software-licensing and Software as a Service (SaaS) models.

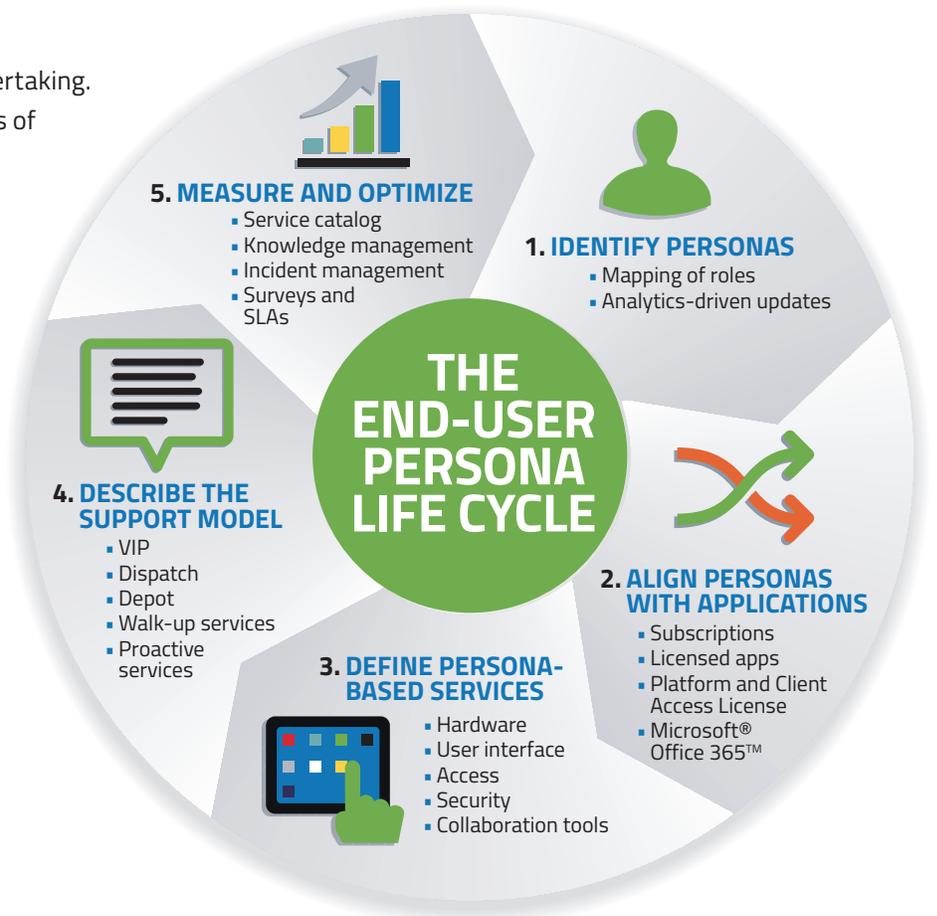
- **IT support** — Many organizations deliver VIP support to their executives. Persona modeling can reveal that VIP support might be justified for other user groups, as well, such as customer-facing or revenue-generating employees.
- **Service catalog** — For organizations that don't have a service catalog, personas can help you create one. For those that do, personas can enable you to present each end user with only the IT resources he or she requires — improving usability and helping employees choose the right technology for their role.
- **Incident management** — When end users contact your service desk, their personas give technicians a detailed picture of who they are and what technology they use.
- **Service desk metrics** — Capturing metrics by persona can give you startling new insights. For example, one company discovered that customer-facing employees comprised 10 percent of the workforce but accounted for 20 percent of support tickets. Were they having connectivity issues? Did they require different software? Did they need more training? Without personas, they would have never known to ask these questions.

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## The Persona Life Cycle

Personas aren't a "set it and forget it" undertaking. After you've followed the four-step process of modeling your personas, you need to take a life cycle approach to managing them. That life cycle approach involves five discrete steps in an ongoing process:

1. Identify your end-user personas.
2. Align the personas with enterprise applications.
3. Define the persona-based IT services you'll provide end users.
4. Describe the IT support options you'll offer end users.
5. Measure the results and optimize your personas.



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## CompuCom Personas by the Numbers

# 15K

End-user surveys  
analyzed

# 121M

Incidents and service  
requests reviewed

# 1M

Devices aligned  
with end-user  
requirements

# 850K

End users mapped  
to personas

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CompuCom Persona & Identity Solutions support this life cycle approach. Our persona-specific solutions and services include:

### Persona Modeling

- Sophisticated tools and workflows for collection and aggregation of data.
- Repeatable process for defining personas, costs and metrics.
- Persona reporting and dashboards.

### Persona Services Management

- Sophisticated tools and workflows for collection and aggregation of data.
- Ongoing management of the persona model.
- Governance and continual improvement throughout the persona life cycle.
- Reporting on consumption and variance of personas, costs and metrics.

CompuCom has been an early mover in the delivery of persona services. We're also unique in the vast amount of data we collect — from end-user surveys, workshops and focus groups, and from incident data, mobile-device data and performance-monitoring tools. To date, we've analyzed 15,000 end-user surveys, reviewed 121 million incidents and service requests, aligned 1 million devices with end-user requirements, and mapped 850,000 end users to personas.

In fact, we've been able to apply our extensive insights to developing vertical persona models for industries such as retail and financial services. We're also building vendor-specific persona models for organizations that have invested significantly in a particular IT vendor's solutions.

End-user personas empower IT with better visibility into end-user requirements and tighter control over IT consumption. At the same time, they provide end users with IT resources and support that respond to their needs and help them become more engaged, productive drivers of your business success.



## ABOUT COMPUCOM

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