

# Transforming user IT support: bringing users and resolution closer together

*Using IBM's right-to-left strategy to speed resolution, improve the user experience and reduce costs*



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## Introduction

The workplace as we know it is undergoing rapid transformation, and so are user expectations about IT services and support. Industry trends such as “bring your own device” (BYOD), the ubiquity of mobile devices and anywhere/anytime work styles are driving the change. The IT support industry can leverage new ways to serve applications across cloud, virtualization and mobility platforms to reduce endpoint complexity. In addition, more intelligent ways to offer services through improved search, personalized portals, instant messaging, biometrics, automation and analytics enable the user experience to be far superior to what we have been accustomed. Users with two or three device types are not uncommon as they enjoy the ability to choose the ‘right’ device for the task they need to accomplish.

All this comes with new support, security, cost and data volume issues that demand better ways to provide support

through improved processes and tools. IT executives need new approaches to keep support costs down while maintaining service quality. To achieve these two all-important requirements, organizations need to set a new bar for success: a continual progression toward eliminating points of failure, which will reduce support requirements and labor costs while improving user satisfaction and experience.

The ‘right-to-left’ strategy is a proven model to help IT executives plan their approach and balance the cost versus quality equation. The aim is to continually shift support from the costly constructs of traditional on-site and labor-intensive telephone support to a more intelligent model, driving incident resolution closer to the source—the user. Employing the right-to-left strategy helps reduce per-user costs while improving productivity, resulting in a better user experience and a more efficient support model where problem avoidance can be realized over time.

This paper provides an in-depth look at the right-to-left strategy components in order to help IT leaders evaluate their support environments and provide the means to demonstrate quantitative improvement in productivity and cost savings for their organizations. The paper leverages IBM’s years of experience and knowledge within the user support environment, as well as almost two decades of applying the right-to-left strategy with clients around the world.

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*In today’s flexible workplace, a new approach to user support is required to both reduce costs and improve user performance.*

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## Understanding the impact of current cost pressures on user support

The global economic climate continues to put pressure on enterprises to reduce the costs of IT and IT support. Yet it is no secret that reining in IT and user support costs has been an ongoing problem for years. According to IDC, by 2017, the transfer of investments around mobility, cloud services, big data and analytics and social technologies from IT to the line of business budgets will require 60 percent of CIOs to reduce the cost of infrastructure and operations to focus on business innovation and value.<sup>1</sup>

Individuals responsible for user support are faced with a difficult set of challenges to reduce costs while improving service levels. The need for increased investment has never been greater to keep pace with business and workplace demands, such as:

- Providing remote support for a growing range of non-corporate-owned devices such as smartphones and tablets with differing operating environments
- Delivering consistent around-the-clock IT support to a geographically dispersed, mobile workforce
- Increasing employee productivity and improving the experience by delivering faster problem resolution, as well as incident elimination or avoidance
- Serving users via different channel types that make efficient sense to them based on their work style, IT maturity and experience
- Piloting new technologies and tools for constant improvement.

For some IT managers, the reality of reduced budgets has restricted their options to:

- Limiting the deployment of new applications or technologies to prevent support requirements from expanding
- Limiting BYOD options or restricting it completely
- Trading service quality for cost with complete remote support.

IT support organizations must now look beyond traditional cost take-out levers such as labor arbitrage which has been squeezed beyond the value curve and consider transformational changes to how support is delivered.

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*IT support organizations need to look beyond the traditional focus on cost management to a new and transformational approach to user support.*

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## Presenting the right-to-left approach to IT user support

The right-to-left strategy aims to reduce or prevent incidents and problems and speed resolution times to improve user productivity while lowering support costs. This is achieved by applying smart processes and tools, refreshing the architecture for more efficient application delivery models and leveraging analytics for intelligent insights. It considers the entire IT support spectrum as an integrated whole to plan transitions between resolver groups. This can sometimes lead to inadvertent cost increases when there are gaps or areas are suboptimized.

The measurable benefits of implementing this approach include:

- Up to 10 percent improvement in employee productivity through the reduction of incidents, duration of incidents and the need for on-site visits
- A 10 to 40 percent labor cost impact through reduced number of calls to the service desk's first level and subsequently, the number of calls escalated to the second or third levels of support
- A reduction in incident and outage-related costs of up to 10 percent by adopting a prevention-based approach that leads to eliminating incidents completely

- A shift of up to 15 percent or more of calls to self-help channels—representing a fourfold increase in the utilization of self-help compared to traditional approaches
- A fivefold increase in the use of remote assistance, reducing the need for expensive on-site visits.

Figure 1 shows that, by moving the resolution of support requests from the most costly, labor intensive approach on the right (for example, on-site resolution) to a more cost-effective automated and preventative model on the left (user enabled, virtualized, automated problem resolution with the ultimate goal of problem avoidance), it is possible to achieve the desired cost reductions while improving the user experience.

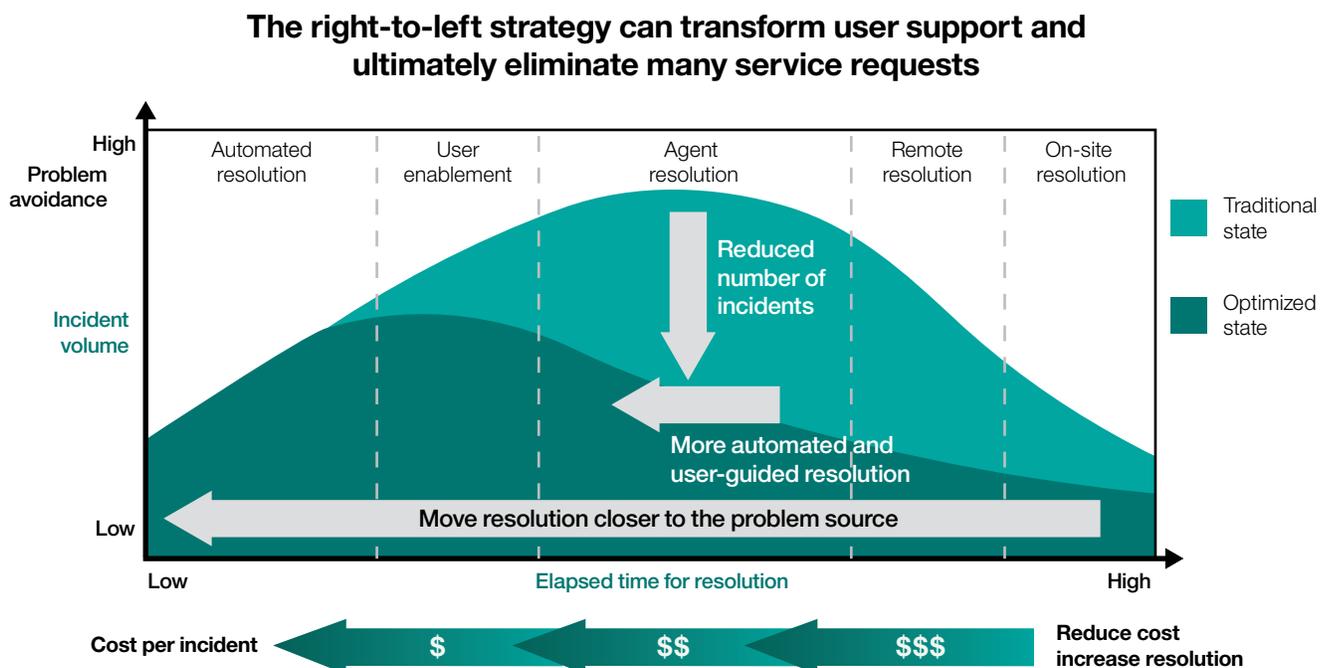


Figure 1. IBM's right-to-left strategy utilizes a virtualized and automated model of user support to help reduce costs while improving the user experience.

## Discovering the six components of the right-to-left strategy

Separately, each of the six components of the right-to-left strategy can produce significant standalone results; however the greatest benefits are realized when implemented in a holistic manner across the enterprise.

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*The right-to-left strategy can transform user support and ultimately eliminate many service requests.*

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### On-site resolution

On-site support, normally the most expensive form of support, involves providing assistance to the user by physically working on the equipment; typically provided in person, on-site at the user location or the user/device must travel to a depot site. Generally, this mode of support incurs the longest elapsed time for resolution, has the greatest impact on the user's productivity and has the highest cost.

### Remote resolution

Remote resolution involves assisting the user from a location that is remote to the user (versus on-site support). Increasing levels of user mobility demand a more robust support model that can address incidents remotely. Improved capabilities such as remote takeover, image recovery, enhanced diagnostic tools, desktop and application virtualization, cloud, knowledge databases, search engines, data analytics and improved visibility of a user's system and configuration offer the means to resolve both simple and complex incidents no matter where a user is located at the time the problem occurs. Remote support can

be up to four or more times more cost-effective than on-site support and can result in resolution times of hours instead of days.

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*Shifting from a call center model to a service desk approach is a strong first step.*

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### Agent resolution

Service desk agent resolution is the most common form of remote resolution support in which the user contacts the IT single point of contact for assistance. The kind of service desk established can greatly influence how long it takes to resolve or close incident tickets or requests. For example, if a call center approach is adopted in which only the most basic call types are handled on first contact (often referred to as "catch and dispatch") it will result in a significant portion of calls moving beyond the desk to higher-level resolver groups where the duration to resolution can increase to hours or days instead of minutes. Over the years, IT organizations have come to recognize the benefit of a service desk approach where a significant portion of calls (50–60 percent) are handled on first contact, resulting in higher employee productivity.

Increasing first contact resolution by moving from a call center to a service desk approach is a strong first step in the right-to-left strategy that many organizations have already taken. The strategy doesn't stop there, however.

Tickets that move beyond the service desk to higher-level resolver groups have an impact on productivity, so the strategy continues to look for opportunities to build the service

desk's capability to achieve even higher levels of first contact resolution. This has been realized by continued improvements in technology in the area of voice response units (VRU) through better screening and routing of calls to help assure that each incident is handled in an optimized manner. These improvements have also been extended to inbound queue management where tools like universal queue allow the service desk to manage different request types (calls, email, facsimile, web chats) in real time using skills-based routing, delivering targeted responses to user requests while improving resolution time. Problem management technology is also highly leveraged to conduct root-cause analysis. To further drive employee productivity, the right-to-left approach has adopted the IT Infrastructure Library® (ITIL®)-aligned, industry-recognized continual service improvement methodology. This methodology leverages the ITIL proactive problem management and Lean Six Sigma tools such as statistical process control. The use of incident data analytics such as affinity analysis allows for the determination of top issues to target via the defect prevention processes, further reducing costs and minimizing incidents.

Beyond driving work from the far right into agent resolution, the strategy aims to create a further shift left into the areas of user enablement, automated problem resolution and problem avoidance.

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*The right-to-left strategy relies on ITIL-based best practices to help reduce lost productivity and drive continuous improvement.*

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### User enablement

In a recent IBM Global Workplace Study, 43 percent of large enterprises worldwide have some form of IT self-service solution in place, with an additional 40 percent planning to deploy.<sup>2</sup> Unfortunately, low user confidence in self-service options due to poor user interfaces and lack of integration across the experience have limited the time- and cost-saving benefits. Users who have a less than positive self-service experience will opt to call the service desk to speak with “the experts.” Enterprises that design and implement a well-planned self-service strategy based on an end-to-end integrated experience can expect to resolve a higher proportion of issues at level 0.

The good news is that with the advancement of technologies, tools, analytics and processes, a successful self-service strategy is within reach by deploying a combination of:

- Search engines that deliver intuitive, multilingual search capabilities that produce accurate results in an easy-to-understand, natural-language syntax
- Incident status portals, keeping all stakeholders informed on demand, around the clock
- A simple, progressive resolution support path that moves users from checking news and alerts, top 10 questions, to searching the knowledge database, ticket initiation, chat and finally to remote takeover prior to calling the service desk
- Improved reporting capabilities that provide detailed user and asset profile information to enable a more personalized and intelligent experience
- Up-to-date content databases that produce accurate and relevant responses available through advances in knowledge management tools
- Portal personalization by user profile for a more efficient approach to service, as well as to encourage repeat usage
- Reports of self-service usage trends to review adoption rates and areas of challenge.

Users are less concerned about where their support comes from and care more about how it addresses their needs quickly, is accessible wherever and whenever they need it, and affords them a higher degree of control. Today's self-help technology delivers a rapid, pleasant and successful user experience which, along with some organizational incentives, will accelerate wider acceptance.

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*In general, employees care less about where their support is sourced than value-efficient access to quality resolution via a device and method convenient to them.*

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### Automated problem resolution

For the most part, user support problems have been addressed in a highly reactive manner, with metrics focused on speed of resolution. A key objective of the right-to-left strategy is the enablement of automated delivery and proactive, preventive measures to fix problems without human intervention.

Significant improvements have been achieved by automating service desk tooling which bypasses the need for agent intervention. Call types that suit this approach well are:

- **Password resets**  
Password reset calls can comprise up to 40 percent of all service desk calls. These high call volume generators can effectively be eliminated or significantly reduced by implementing around-the-clock, automated self-service password reset solutions. The availability of biometric entitlement has made automated password resets even more secure and efficient.

- **Virus, security and patch updates**  
Continuous security policy and virus protection monitoring, as well as device image currency are maintained via programmed distribution of software patches automatically applied for self-healing. These auto health checks assure that critical software updates are applied without the need for user involvement.
- **Proactive performance monitoring**  
Monitoring system performance conditions against historical 'normal' zones and tracking system alerts can anticipate a workstation problem. Automated scripts or actions can be taken to circumvent the problem in advance of any impact on the user.

The future of the right-to-left approach will leverage intelligent agents on user devices that continually collect real-time data, cross reference it to previously known problems and recommend evidence-based actions with confidence ratings. This smart technology diagnoses, analyzes and fixes the incident without human assistance and does so without harming the stability of the machine. The system will automatically take action, prevent the problem from escalating and update the asset logs for future reference. The user needs to know this corrective action was taken on their behalf to help assure their productivity and system performance.

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*Predictive and preventative solutions are the future goal to maximize system and user performance.*

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### Problem avoidance—the ultimate goal

The goal of preventing incidents altogether will evolve as all of the individual components and their supporting technologies, processes and knowledge management systems work in tandem. A powerful early step towards achieving this objective is possible by leveraging virtualization of the user environment.

It is widely accepted that virtualization of server and storage infrastructures delivers significant advantage by lowering management costs and physical space requirements, improving disaster recovery and allowing for more rapid provisioning. Many enterprises have been taking advantage of both application and desktop virtualization combined with cloud-delivered application models to realize similar benefits in the desktop infrastructure. This approach enables a more efficient and secure, centrally managed user environment that reduces the complexity and number of moving parts at the user level. Faster deployment of new applications, faster provisioning of new devices, easier support of BYOD and centralized management are a few of the benefits. In addition, backup and recovery, patch updates and compliance management are simplified. Deutsche Annington (DAIS) a property management company in Germany found that by virtualizing their desktops, the time they needed to provision and onboard new employees and contractors decreased substantially. The standardized desktop also led to considerably fewer incidents.

Adopters of virtualization and cloud at the desktop have seen the following “shift left” benefits:

- Desk-side support is greatly reduced (up to 80 percent) especially when thin clients and re-purposed PCs are utilized. A solid-state device at the endpoint reduces the number of hardware-related failures by eliminating moving parts and thus reducing install/move/add/change (IMAC) requests and maintenance visits.
- The nature of centralized management from virtualization allows for IT specialists to manage desktop maintenance

and backup instead of the often inexperienced user, reducing level 1 calls by up to 30 percent. The stateless desktop—separating the OS, applications, and personal settings from the hardware—can greatly reduce problems.

- Instant resets to prior state conditions improve speed to resolution.
- Provisioning of new devices and BYOD completed in hours or minutes instead of days.

After implementing desktop virtualization technologies, Auto-Teile-Unger experienced a massive reduction in their cost of IT support by centralizing. Virtualization and centralization not only increased the availability and performance of the applications but also brought a higher level of security and less vulnerability to viruses.

New mobile application development platforms also contribute to right-to-left shifts by leveraging “write once, run on many platforms,” reducing the complexity of the environment. Designed to reuse proven components and application program interfaces (APIs), this can be a more intelligent way to develop for the fast-moving mobile application space.

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*Virtualization of the client environment offers another avenue for achieving problem avoidance.*

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### Realizing the benefits of implementing the right-to-left strategy

To demonstrate how the right-to-left strategy may, in fact, improve employee productivity, lower end-to-end costs, reduce resolution time and incident volumes and eliminate problems at the source, IBM has developed an in-depth right-to-left metrics methodology.

The analysis is enabled by tracking over time the shifting of incident volumes from the right to left, along with their resolution percentages at each level (for example level 0, level 1, level 2), using a statistical process control methodology. A significant shift in incidents is determined with statistical rigor through this method. To help facilitate a visual representation of the progress, incident resolution percentages are plotted on wave graphs to view trends and volume shifts where incident resolution takes place. Finally, other pertinent proof points specific to cost-per-seat, incident mean-time-to-resolve (MTTR) measures and user satisfaction are used to demonstrate the benefits and impact of the right-to-left shifts.

The following illustrations are of three companies from different industries that had their unique set of challenges but had a common need to reduce costs without impacting the quality of the support they delivered. While each one implemented a solution that addressed the specific issue that they were facing, they all adopted the right-to-left model as their overall approach.

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*You cannot effectively manage what you do not measure—and the right-to-left strategy's metrics help assure you can realize expected benefits.*

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### **IBM's service management environment and challenges**

With more than 400,000 employees in more than 170 countries, combined with a growing need to empower employees to work anytime and anywhere, IBM executives understand how critical global IT support can be to keep

staff productive and engaged with clients. They also have a significant need to reduce support costs to meet the demands of the business while coping with the rapid evolution of a mobile enterprise. To meet this objective, the company looked for a way to considerably reduce the number of support calls, as well as implement a means to lower the cost of non-complex calls.

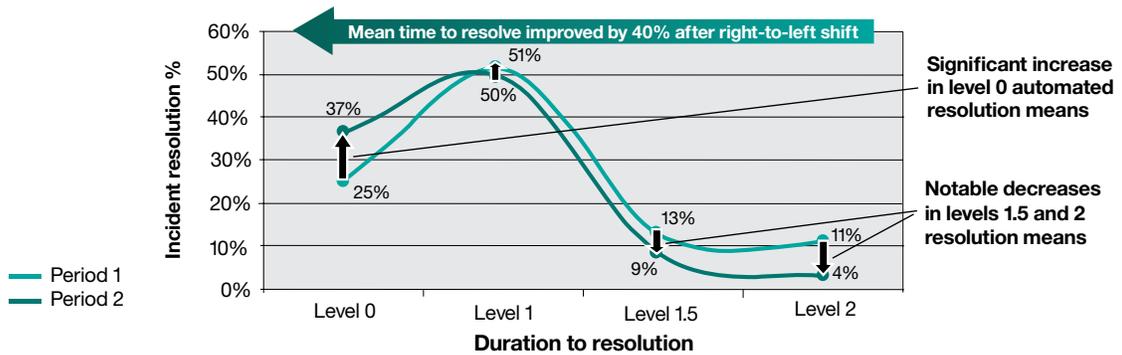
Using the right-to-left strategy, IBM undertook a business transformation by deploying a “click to chat” option which automatically pops up when a user is searching self-help content. This new and popular support option provides a convenient and efficient way to gain help desk support while promoting self-enablement solutions as the first option. This approach leverages the lowest cost solutions, reduces telephony charges and increases the productivity of agents, as they can successfully work multiple chats simultaneously versus serial phone calls.

In addition, IBM introduced and deployed a robust and open platform in the Linux® operating system to an increasing portion of the IBM user enterprise. This OS is proving to be more stable; less level 2 on-site resolution is required and increased levels 0 and 1 resolution fostered a decrease in incidents overall.

Finally, to allow further support of the BYOD environment, blog, forum and crowd-sourcing support for Apple technology was instituted. This meant no calls to the service desk for BYOD support, and strategic introduction of additional channels of support to keep users happy and productive.

Along with these three latest improvements, IBM continues to increase its leverage of remote takeover (level 1.5) and low-touch provisioning to reduce on-site visits.

**IBM realized significant cost savings while reducing average incident time to resolve by 40%**



Incident Resolution Volumes

Resolver Level	Level 0 (User Enablement)	Level 1 (Help Desk)	Level 1.5 (Centralized Tech Support)	Level 2 (Desktop Support)	Total
Resolution Category	Automation/Tools	Agent Resolution	Remote Resolution	On-site Resolution	All Incidents
Period 1	25%	51%	13%	11%	100%
Period 2	37%	50%	9%	4%	100%



Figure 2. Right-to-left proof points for IBM. Period 1 represents 12 months of resolution data before right-to-left implementation, while period 2 represents 12 months of resolution data after right-to-left implementation.

In Figure 2, period 1 represents 12 months of incident resolution data before the right-to-left shift, while period 2 represents 12 months of incident resolution data after the introduction of web chat, BYOD and the Linux OS into the IBM user enterprise.

Over the course of period 2, IBM realized these benefits:

- Significant cost savings (>\$1M) as work is shifted from the right (more expensive) to the left (less expensive) delivery approach.

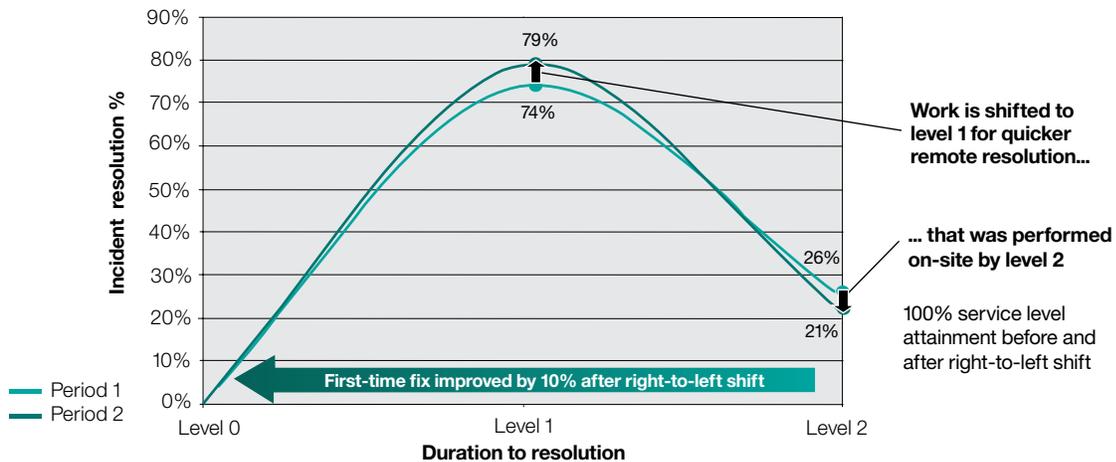
- The average time to fully resolve a user’s issue (i.e., mean time to resolve) improved across the user enterprise by 40 percent. This improved productivity of users was achieved by reducing the duration to resolution of incidents, which reduced user downtime.
- Overall incident volume reduced by 4 percent between periods 1 and 2, driving a more stable environment for users with less IT breakage, fostering improved uptime for productivity.

### Endesa's service management environment and challenges

Endesa, the leading utility in Spain and a private electricity company in Latin America, recognized that service requests for their 15,700 employees were taking too long to resolve. Labor costs were growing at an unacceptable rate. To address the

mean time to resolution for IT incidents, Endesa's IT provider, IBM, focused on improving first-call resolution percentages, as well as reducing overall time for incident resolution. Using the right-to-left strategy, Endesa also considered technology that could handle a percentage of the requests, allowing work to shift to less costly alternatives.

#### Updating Endesa's knowledge management capabilities was the first order of business



Incident Resolution Volumes

Resolver Level	Level 0 (User Enablement)	Level 1 (Help Desk)	Level 2 (Desktop Support)	Total
Resolution Category	Automation/Tools	Agent Resolution	On-site Resolution	All Incidents
Period 1	0%	74%	26%	100%
Period 2	0%	79%	21%	100%



Figure 3. Using the right-to-left strategy, Endesa was able to achieve 23 percent cost avoidance, as evidenced by comparing the 12 months before the right-to-left shift (period 1) and the 12 months after the shift (period 2).

The first step IBM took was to review and update the knowledge management search functions, which allowed for faster solution search and a higher success ratio of solving issues on the first call. Automated tools were then implemented, focusing on applications that required reinstallation or upgrading, enabling level 1 employees to handle broader responsibilities at a lesser cost. Additional training and basic checks were also instituted before an agent could transfer a ticket up to the next level.

As a result, within six months:

- First call resolution improved by 10 percent
- The number of incidents handled by level 1 staff increased by five percent
- Correspondingly, the level 2 requests went down five percent even as the overall number of incidents went up by 19 percent
- The right-to-left volume shift resulted in 23 percent cost avoidance to the on-site desktop vendor.

### **Morgan Stanley's service management environment and challenges**

Morgan Stanley has been one of the preeminent financial services companies since 1935. Its focus on personal attention and customer service is reflected in the company's approach to internal IT support. In recent years, Morgan Stanley has partnered with IBM for internal IT user support to bolster IT quality and innovation, while reducing support costs and downtime.

IBM introduced the right-to-left strategy to Morgan Stanley, and implemented several initiatives designed to help the company balance cost effectiveness with efficiency in delivering IT support to users.

A centralized technical support (CTS) model was instituted, which uses both dedicated and remote technicians (when

available). The ticket flow process was modified and streamlined to send all non-IMAC requests to CTS queues first, before going to on-site support technicians. As a result, the CTS desk consistently resolves 85 to 90 percent of tickets forwarded from the service desk remotely without an expensive in-person, desk-side visit.

Tool automation has been a key component that Morgan Stanley and IBM capitalized on for increased penetration of the right-to-left strategy. Remote take-over tools were leveraged to improve remote resolution rates and decrease employee downtime. A data analytics tool was deployed to analyze user incident data, isolating specific incident types and revealing opportunities to resolve problems at the earlier stages of user enablement and first-contact levels. Automated password resets replaced the manual and time-intensive tasks that had consumed service desk agents. Finally, a common knowledge management tool was implemented for use by level 1, level 1.5 and level 2 staff, helping to drive improved resolution rates.

As seen in Figure 4, Morgan Stanley realized the following benefits:

- A total of 15 percent of all incidents are now addressed at level 0 without the need to interact with a service desk analyst
- A reduction of 20 percent in the incidents logged at level 1
- The need for an on-site, desk-side support technician to resolve a user problem in-person was reduced by half and has reached best-practice support levels
- Mean time to resolve (i.e., average time it takes to resolve a user incident) improved, while cost savings were realized
- With the implementation of the right-to-left strategy, the Morgan Stanley users now experience a reduction in incidents and reduced duration to resolution with a corresponding decline in lost productivity, helping users to be more productive in their day-to-day responsibilities.

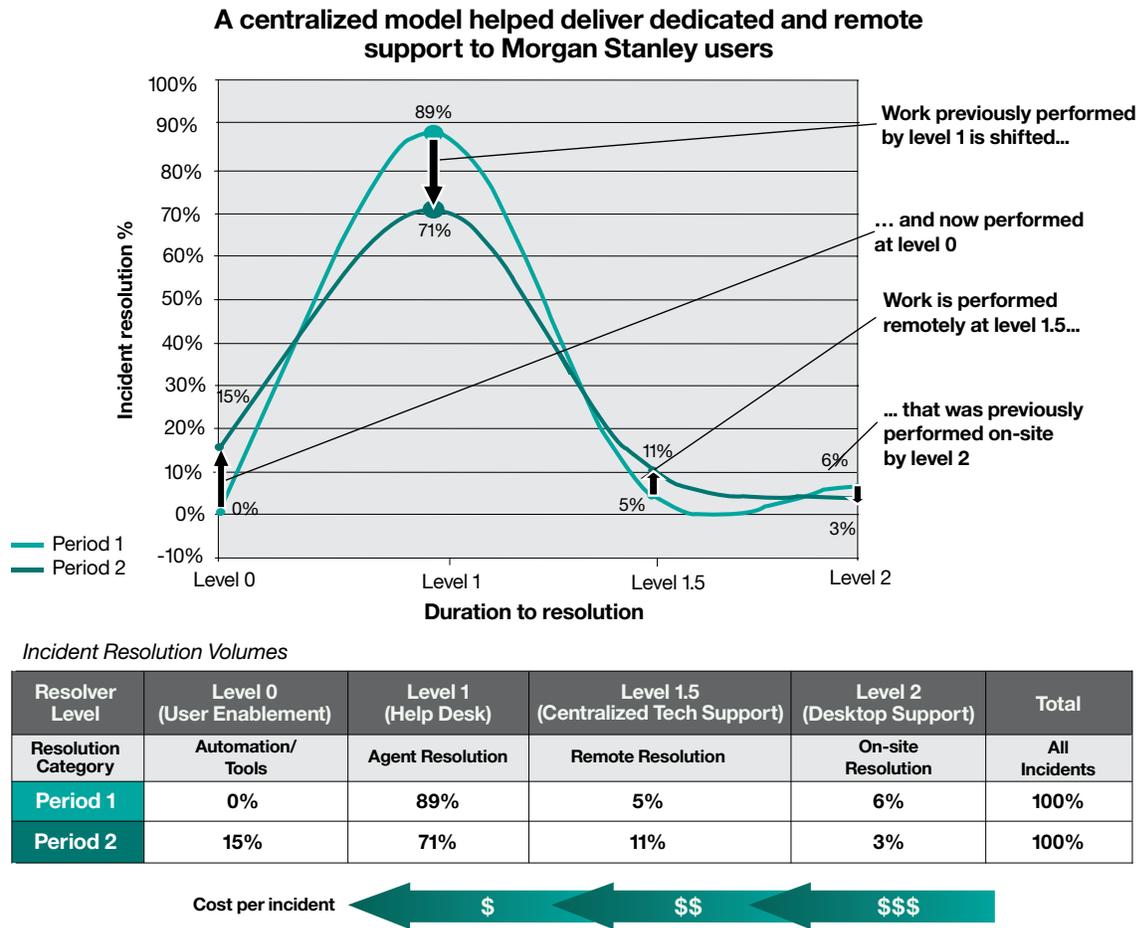


Figure 4. Morgan Stanley users can now be more productive in their day-to-day responsibilities, while costs and time-to-resolution for support requests have decreased.

### Assessing your right-to-left maturity level

Figure 5 presents the levels of maturity in adopting the right-to-left strategy. It can be used to assess the current maturity level of your user support and help you evaluate your strengths and weaknesses. More importantly, it can also help you understand, at a high level, how to build a roadmap for

adopting the right-to-left strategy in your organization. It is important to realize that each level of maturity is dependent upon the capabilities of the previous level being properly implemented and utilized. The illustration represents the shift of incidents as they move to the left as new levels of maturity are adopted.

**Begin reaping the benefits of the right-to-left strategy by evaluating your current user support maturity level**

	Problem Avoidance	Automated Problem Resolution	User Enablement	Agent Resolution	Remote Resolution	Onsite Resolution
<b>Survival (1)</b>	Little to none	Little to none	Little to none	Little to none	Little to none	Business as usual
<b>Aware (2)</b>	Studying	Studying	Studying	Local - departmental	Monitoring	Reductions planned
<b>Capable (3)</b>	Standardized environment	Tools & practices implemented with tracking	Standalone tools available	Consolidated	Implemented	Reduction plan implemented
<b>Committed (4)</b>	Virtualization leveraged	Technologies fully integrated	Integrated portal in regular use	Globally resourced	Leveraged	Attaining plan
<b>Proactive (5)</b>	Integrated to business & IT strategies	All appropriate problems resolved automatically	Preferred means of user problem resolution	Virtual	Integral	Exceeding plan

Figure 5. IBM's right-to-left maturity matrix provides both a high-level roadmap to execution and a method for assessing the maturity of your current user support processes.

## Learning lessons: recommended next steps

As the case studies demonstrate, adoption of a right-to-left strategy can take on many different forms but there are good lessons to be learned from organizations that have taken the first step. Here are some additional suggestions to help you on the journey toward a more automated, cost-effective support infrastructure.

- Take time to do the maturity-level assessment in this paper, and then have others within your support organization complete it, as well. As with any new initiative, getting everyone to agree on direction is very important.
- An initial assessment should produce agreement on the maturity levels, as well as clarify both the strengths and weaknesses of your support environment. These findings, along with the current demands of the business, will help guide you in developing priorities and a successful roadmap.
- Analyze your call types and where they are resolved to identify the easiest opportunities: addressing these areas first can provide a quick return on investment. For example, look for the repetitive tasks that can move from level 1 support down to level 0, and use this approach with each successive level to keep driving down the cost and function.
- In your analysis, do not forget to evaluate how the right-to-left strategy can address the incidents that need to be transferred to level 2 and level 3 support. The cost of these higher-tiered support organizations can be significant and the turnaround time on problem resolution can be lengthy, resulting in extended lost productivity.
- As you begin implementation, prioritize the technology adoption and process development that increases standardization and rationalize personal computer and application images. Most importantly, ensure executive support of the new initiatives. Any change is difficult at first, and management support will help you get to success more quickly.
- Evaluate desktop and application virtualization, cloud and mobility development technologies to change and enhance the support model for user services.
- Capture existing and future support information in a timely manner to help assure your knowledge management systems are delivering the necessary insight into which issues need to be fixed and which opportunities can be realized.
- Assess the readiness of your organization to adopt and adapt to new analytics models to automate support and change in the environment.

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*You can build your roadmap by tapping into the experiences of other organizations like yours, as well as relying on a best-practices methodology.*

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## Liberating support funding for new investments

Supporting users has become increasingly expensive, consuming up to 70 percent of IT budgets for user maintenance and software support. This leaves very little funding for new applications and innovation that can bring true value to an enterprise. The right-to-left strategy is focused on proactive healing and prevention, not simply treating the problem of delivering quality support at a lower cost. It is a transformational model that IT executives can leverage to spend less on user support, in order to reinvest these savings into projects that drive productivity and revenue growth for the business.

## For more information

To see how IBM can assist you in adopting the right-to-left strategy and learn more about our portfolio of services for the user environment visit:

[ibm.com/services/us/en/it-services/end-user-support-services.html](http://ibm.com/services/us/en/it-services/end-user-support-services.html)



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Produced in the United States of America  
February 2014

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<sup>1</sup> “IDC 2014 Predictions: CIO Agenda - Embracing 3rd Platform Leadership Challenges as IT Transitions from Technology to Service Delivery,” IDC, December 2013.

<sup>2</sup> “*Achieving success with a flexible workplace: Forward thinkers’ best practices to enhance productivity, spur innovation and reduce costs.*” IBM, May 2012.

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