Site visits

Dates :

- April 18th
- April 25th

Time – 16:00 – 17:00

Where to meet? Technicka 21 in front of the F/G (Goedel) building 15' in advance

Do not forget the ID card or ISEC with you – you will need to prove your identity at the gate (security reason)

.

How to register?

Go to IS, select respective Seminar group.

Pls notice – the capacity of each visit is limited to max. 20 participants.

Customer Services in ITSM
How is it done?

Miroslav Jindra

Agenda

Why, how and what

Supportive mechanisms and tools

Business setup

Delivery management

Watson

Why, how and what

Importance of Service Desk

For individuals

- Start job for talents
- Helping people to find a path in IT
- Brewery for leadership and other paths
- Communication skills as basic tool of future success
- Improvement of language skills
- Real experience
- Understanding the bigger picture

For business

- **Face of business**
- Showplace for services
- **Key component of E2E service**
- E2E overlap
- Ideas for business improvement
- Center of success promotion
- Project support

Purpose

Why

First line of contact for end users which directly resolves customer queries or co-ordinates with other resolver teams on behalf of the client.
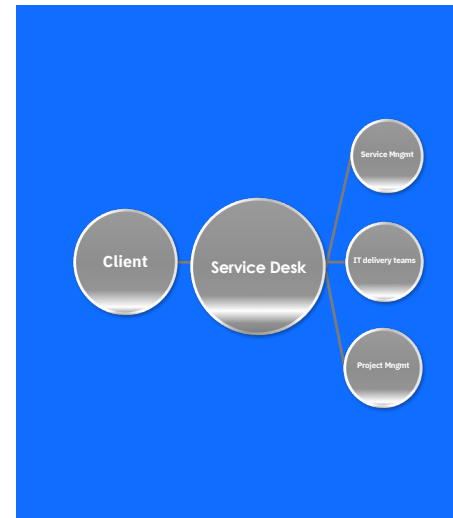
SD unit is also a supporting source of information for Service and Project management decision making.

How

- SLA's set to measure main success criteria:
  - First Call Resolution %
  - Speed To Answer %
  - Customer Satisfaction %

What

Fastest possible resolution to as many as possible client's IT requests and incidents with high Customer Satisfaction.

SERVICE DELIVERY TRIPOD

Common customer loss reasons

- 1% of customers go out of business
- 3% move to another location
- 4% like to change suppliers
- 5% change on a friend's advice
- 9% buy it cheaper somewhere else
- 10% are chronic complainers
- 68% leave because the company representatives they deal with are indifferent to their needs

Existence

Cost

Quality

Compliance

What are the common reasons why clients leave?
Imagine restaurant...

Traditional IT delivery structure
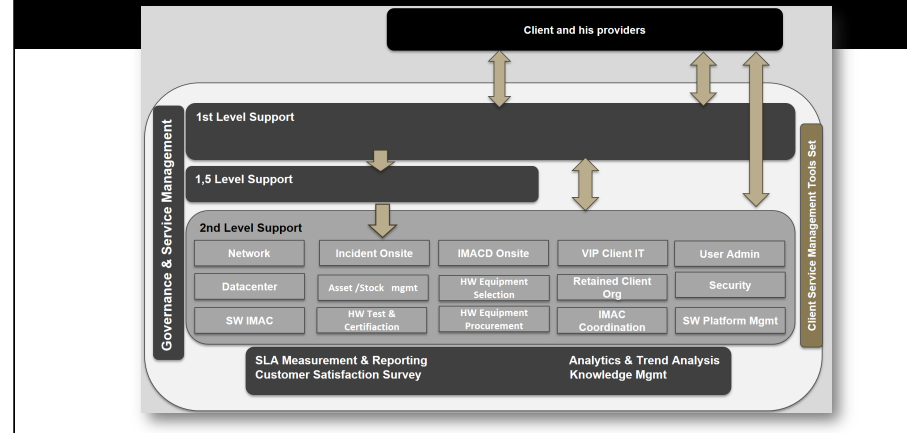
Co je problem tohoto modelu?
Bottleneck
Cost

Service Desk Strategy

Simplified SD operations are highlighted in the chart on right. The model is focused on automatized processing of as many incoming requests as possible. If not possible, skilled CSR - Customer Service Representatives (Service Desk) will answer the incoming query either via chat/phone/e-mail or self-service (web) request. Requests that require involvement of other groups for resolution, will be transferred in form of ticket further. The primary goal is to minimize need for involvement of other groups and have queries resolved through automation (0 level) or at 1st level (Service Desk).

Knowledge base is mostly personalized to each customer and can be either web-based or database based for example in Lotus notes. It's purpose is to help to resolve customer's query or provide appropriate process to achieve resolution (which specific data are necessary to gather and where to look for further support).

As the CSR is speaking to the customer, he/she will also document the details of the call in a ticketing system. Each ticket will contain some basic customer details, machine information, problem/request classification and description, including steps taken to resolve the query. There may be slight variations from client to client, but the base remains the same.
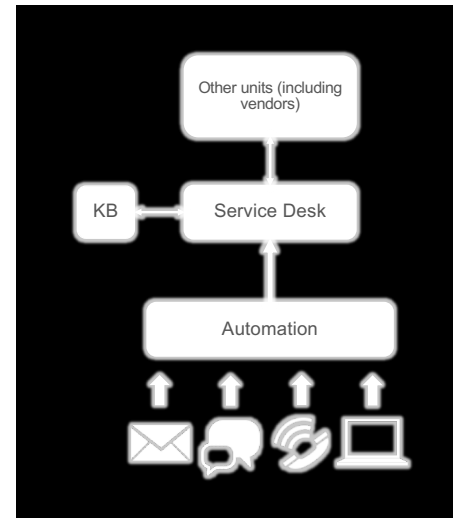
Strategy is to get the things done in more efficient way

Service Desk Workload

Phone/Chat

Phone calls and chat make usually the majority of incoming workload. To manage them effectively, SDs develop workload arrival patterns through the use of historical data. This shows the times when customers are most likely to call or chat – see the chart on right as an example of single day data. This data is used to build the necessary staffing schedules to ensure optimum number of staff available throughout the day. While there is usually as well an optimum call length, CSR can't dictate the length of each call, but based on request classification can decide which cases are to be considered out of it's scope to achieve necessary availability (Example: re-installation with multiple steps and average length above 20 minutes will not be carried out by the SD and will be transferred to another group. This is fundamental to the principles of SD Operations.

As eventuality cannot be forecast (e.g. Network outage), there's need for flexibility in staff in order to immediately respond to changing call patterns (at any time slight adjustments may need to be made as reaction to significant change in incoming customer queries.

CSC Call Distribution -vs- Staffing [EN]
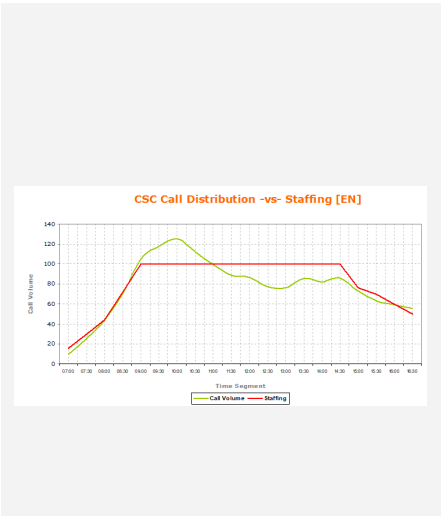
Service Desk Workload

Web (Self-service)

Service providers encourage the use of the web as a means of raising a query with the SD. The web interface is often coupled with some self help options as these are designed to encourage users to search for responses themselves before reaching the SD.

The advantage of the web is that the SD Operation can respond to these queries when there is a period of low phone call or chat volume. This means there are less scheduling challenges. The disadvantage is that the CSR does not have the opportunity to ask the customer detailed problem determination questions (as he/she would over the phone) that may be required to resolve the issue. As a result, there may be insufficient information available to the CSR to answer the query. The net result of this is that the CSR may often be forced to get in contact with the customer to clarify details before the problem can be resolved.

E-mail

E-mails are broadly similar to web-based queries in terms of submission by the customer and pickup by the CSR. The disadvantage is that while the web-based solution can force the customer supply some critical information, the e-mail solution rarely does so. Furthermore, it is very difficult to measure the effectiveness of the SD Operation in managing e-mail requests. Therefore, Service providers will try to encourage customers to use a combination of Web and Phone for raising queries with the SD. Modern trend is to automatically transform E-mails into Self-service tickets through automation processes, that are based on contents of e-mail (key-words, attachments, etc.) or remove email completely and use only webtickets.

Imagine challenge – how to properly prioritize web queue?

Roles and Responsibilities

Customer Service Representative / Technical support

CSRs are usually grouped into Teams which are approximately 15 in size, the individual will perform most of his/her tasks alone. The call will be received, the CSR will work with the customer 1:1 and query the knowledge base as appropriate to retrieve the answers to customer queries. Should the query require the intervention of another group, the ticket is usually transferred electronically by the CSR.

SD Operation is planned in great detail, punctuality is therefore of utmost importance for all members.

SD is a fast paced, measurement driven environment. Each CSR will be measured against multiple targets. These include punctuality, First-Call resolution, call duration/hold time usage, call quality, ticket quality, Customer Satisfaction, quantitative data as well. Given the nature of the business, data is available on a very regular basis to track performance versus targets.

Team Leader/Account Leader/Service Desk Manager

Each team will have a **Team Leader** who is responsible for the day-to-day performance of the Team. As teams can be grouped based on language or product support, they can be providing support for multiple clients/accounts. Clients are often supported through multiple teams, therefore while Team-leader is responsible for day-to-day team performance, under such circumstances there's a need for Account Leaders as well. **Account Leaders** are responsible for day-to-day performance cross teams for their clients and ensure the differences in teams performance is balanced to deliver service within contractual targets.

Each SD Manager will have 2 – 3 teams reporting to him/her, while having ownership of performance for some of the clients/accounts as well. While SD manager has ultimate responsibility for the performance of the team, he/she is less likely to be involved on the day-to-day management of the line and rather focus on long-term planning and continuity of the service. The SD Manager owns the relationship with the Customer and the Account leadership.

Roles and Responsibilities – organization chart
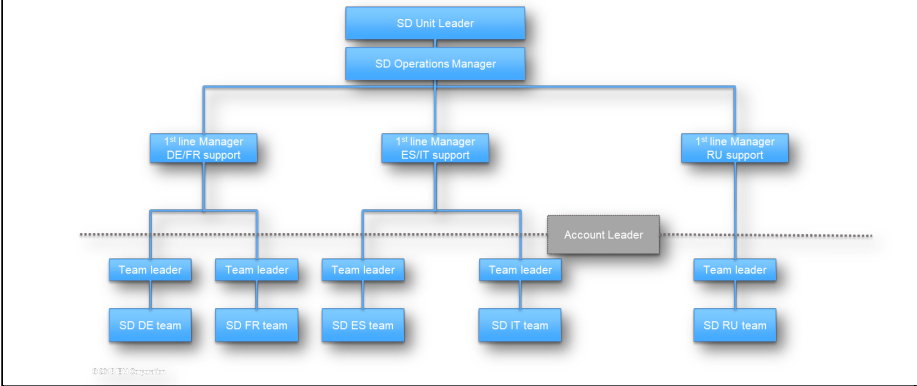
SD Measurements

Given the nature of the SD business, performance data is being produced minute by minute throughout the day. The key measurements are agreed with the customer in the contract.

Time metrics

AR (Abandon Rate) Example: AR <= 6%
Percentage of dropped calls over total offered (incoming) calls.

ASA (Average Speed to Answer) Example: ASA <= 20 sec
The average time (usually expressed in seconds) it takes for a Service Desk to answer an incoming call.

STA (Speed To Answer) Example: STA => 80% in 20 sec.
The percentage of incoming calls answered within a given time frame (usually expressed in seconds).

Email/Web Response Time Example: Email Resp. => 80% in 2 hrs or Avg Email Resp. <= 2 hrs
Time taken to react to customer email request (can be response or ticket creation). The calculation may be based on the same principles applied to ASA or STA.

Quality metrics

FTF (First Time Fix), SDE (Service Desk Effectiveness) or FCR (First Call Resolution)

FCR Example: FCR => 70%

Percentage of eligible requests resolved by the Service Desk with no need for technical escalation.

CSAT (Customer Satisfaction) Example: CSAT >80%

The customers will be polled to measure their satisfaction with the service provided. This is mostly done in an automated fashion through a tool or alternatively can be done through a phone call to the customer.

Targets must be: attainable, repeatable, measurable, understandable, meaningful, controllable, affordable, mutually acceptable

Glossary

SLA ::: Service Level Agreement - Contracted service level usually bound with penalties (STA,CSAT...)

SLO ::: Service Level Objective - Commitment to maintain a particular state of the service in a given period

KPI ::: Key Performance Indicator - KPI measurement may be functional to the achievement of strategic goals, quality standards, or performance assessment against any given factor

ASA ::: Average Speed of Answer - This is the average time it takes to pick up a customer telephone call

STA ::: Speed to Answer - This is the percentage of calls taken within contracted time

CSAT ::: Customer Satisfaction - This is a measure of how satisfied customers are with the service they have received from the SD.

SD ::: Service Desk - This is the formal title given to Helpdesks

CSR ::: Customer Service representative - This is the official title of the 'agents' who work within the SD
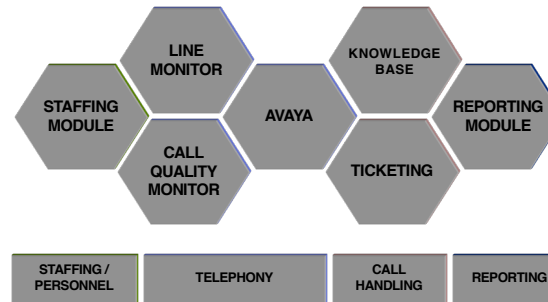
KB ::: Knowledge Base – storage of specific client knowledge documentation

**SPOC** ::: Single point of contact – standard term for services were SD is the only function communicating with client

Supportive mechanisms and tools

TOOLS SUITE

	LINE MONITOR		KNOWLEDGE BASE	
STAFFING MODULE		AVAYA		REPORTING MODULE
	CALL QUALITY MONITOR		TICKETING	

| STAFFING / PERSONNEL	TELEPHONY	CALL HANDLING	REPORTING

A SD operation will employ a complex system of tools in order to effectively manage the service it provides. These tools will usually be divided into the following categories : Staffing & Personnel Management, Telephony, Call Handling and Reporting.
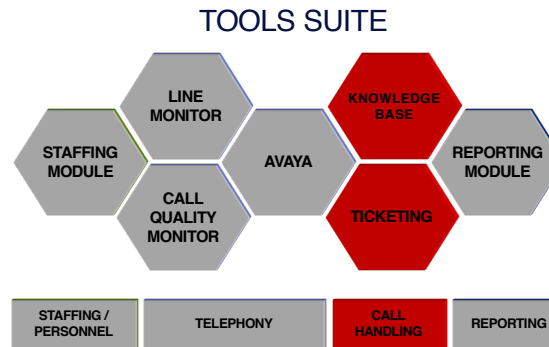
TOOLS SUITE
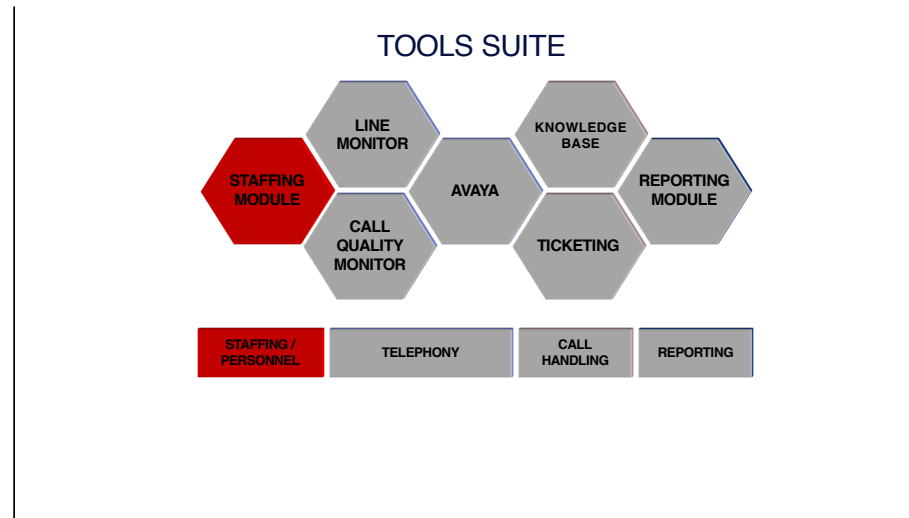
STAFFING MODULE ::: As previously mentioned in this package, it is critical for the success of a SD Operation to have the correct number of people staffed on the line through the day. This staffing is based on historical data which can be used to predict the number of calls expected. This, in turn, is used to calculate the associated number of people required to handle these calls. The Staffing Module can be a complex tool which is integrated into the phone system and extracts data on a real time basis while some SD operations use more simplistic Spreadsheet based tools. Regardless of the solution, the Staffing Module will be responsible for items such as scheduling, vacation management, break management and training scheduling.

TOOLS SUITE
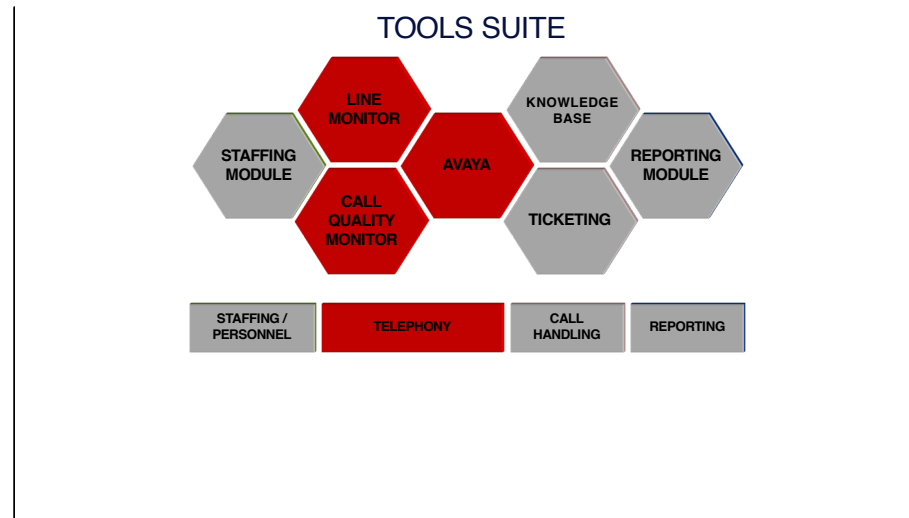
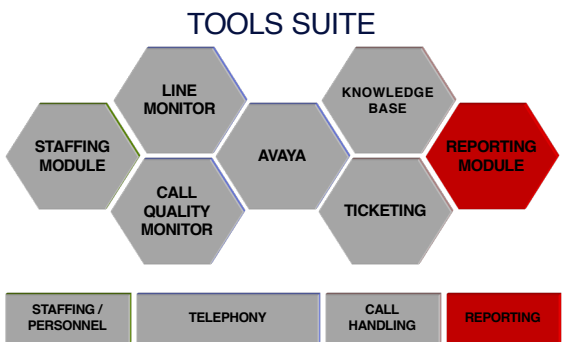How would you ensure monitoring and SLA delivery?

TELEPHONY MODULE ::: The telephony module is the core of the SD Operation. Without this, there is no Service Desk. These systems gives the call centres their shape. All SDs will use a tool in order to monitor real time call activity (how many calls in the queue, actual performance against targets etc). These systems also allow the management to monitor CSR activity (how many people are on calls, how many people are available to take calls etc). Such tools are very powerful but need to be leveraged to ensure that all targets are achieved. As a SD is a customer-focused service, the quality of each and every call is of utmost importance to the Management. Therefore, it is commonplace to deploy a system which can record a sample of the calls received by the centre. These are then evaluated against a set of standards and the individual CSR may receive coaching, as required.

TOOLS SUITE

CALL HANDLING MODULE ::: Once a CSR has received a call, he/she is required to document all customer interactions in a ticketing system. It is important to carefully gather basic information about the customer's issue as these are essential for swift problem resolution. Furthermore, should the CSR be unable to resolve the query, the information will be passed electronically (though the ticketing system) to another group. These details will be by required by this group also so they need to be clearly documented in the ticket. In order to help the CSR with the resolution of the problem, he/she will use a knowledge base of information. By asking the customer clear problem determination questions and using this information to query the database, the CSR will be able to find detailed, step-by-step instructions to resolve the customer's problem.

How would you build a KB?

CALL HANDLING MODULE ::: Once a CSR has received a call, he/she is required to document all customer interactions in a ticketing system. It is important to carefully gather basic information about the customer's issue as these are essential for swift problem resolution. Furthermore, should the CSR be unable to resolve the query, the information will be passed electronically (though the ticketing system) to another group. These details will be by required by this group also so they need to be clearly documented in the ticket. In order to help the CSR with the resolution of the problem, he/she will use a knowledge base of information. By asking the customer clear problem determination questions and using this information to query the database, the CSR will be able to find detailed, step-by-step instructions to resolve the customer's problem.

TOOLS SUITE

LINE MONITOR

KNOWLEDGE BASE

STAFFING MODULE

AVAYA

REPORTING MODULE

CALL QUALITY MONITOR

TICKETING

STAFFING / PERSONNEL

TELEPHONY

CALL HANDLING

REPORTING

REPORTING MODULE ::: A SD operation is measured against a number of key targets (STA, Abandonment Rate, First Call Resolution and Customer Satisfaction). While the exact nature of the targets may vary from account to account, the requirement to produce performance reports at regular intervals does not. SD Operations often deploy automated tools to produce the required customer reports. This can include a automated survey tool which sends an electronic survey to customers and tabulates the responses or web based solutions that report on the performance of the account versus telephony metrics (ASA, Service Level and Abandonment Rate). Given the volume of work handled by SD Operations, it is important to automate as much of the reporting as possible as manual report generation is both time consuming and prone to error.

Business setup

Business setup

Kyndryl
Client Innovation Centres

Poland
Central Europe
India
Johannesburg
Costa Rica
Buenos Aires
Hortolandia
China
Philippines
Malaysia

Range of services

Supporting more than **500 clients**
Across all European regions as well as Global accounts

Mainframe
- Server Management
- Storage Management
- Data Management

Distributed
- Application Hosting
- Data Management
- Server Management

Mobility and Workplace
- Mobility & Workplace Device Management
- Mobility & Workplace Platform Management
- MWS Cross Service Line
- Mobile Client Care Services – Service Desk

Automation

Network services

Integrated Service Management
- Incident, Problem & Change Coordination
- Incident, Problem & Change Management
- Service Availability Managers
- Delivery Project Executives
- Service Support Management

T&T / Project Services
- Transition and Transformation
- RFS
- Delivery Transformation
- Project Office Management

Security and Risk Management
- Compliance & Regulatory Program Management
- Identity & Access / Infrastructure Protection
- Security Operations Management
- System Currency

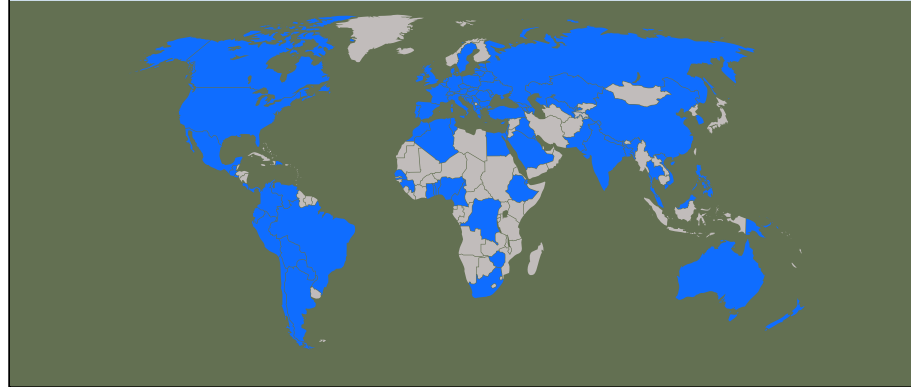### Client Management

Asset Management

Language skills

English	German	French
Czech	Russian	Spanish
Dutch	Italian	Turkish
Hungarian	Portuguese	Polish
Greek	Slovak	Brazilian

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Kyndryl **Employees Demographics**

IBM **CIC CE Employees Demographics & Diversity**

Average of Female Graduate
from IT Universities is 10%

People Citizenship

Czech Republic

Domestic
57%

Other
43%

Hungary

Other
1%

Domestic
99%

Gender Diversity

Czech Republic

Male
67%

Female
33%

Hungary

Male
74%

Female
26%

University Degree

Czech Republic

Without
University
Degree…

With
University
Degree…

Hungary

Without
University
Degree…

With
University
Degree…

Kyndryl Service Desk – Global Footprint

CIC Czech Republic (Brno)

Incoming contacts:	60,000 contacts/month
Languages:	16 languages
Supported countries:	50+ across all continents
Supported clients:	22 with individual requirements
Customer satisfaction:	90% average customer satisfaction

- 15 of the world's largest Banks & Financial Companies

- 11 of the world's largest Industrial Products & Retail Companies

- 11 of the world's largest Media & Communication Companies

- 9 of the world's largest Insurance Companies

- 9 of the world's largest Healthcare and Life Sciences Companies

- 8 of the world's largest Electronics Companies

- 8 of the world's largest Automotive Companies

- 5 of the world's largest Airline Companies
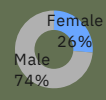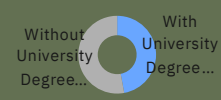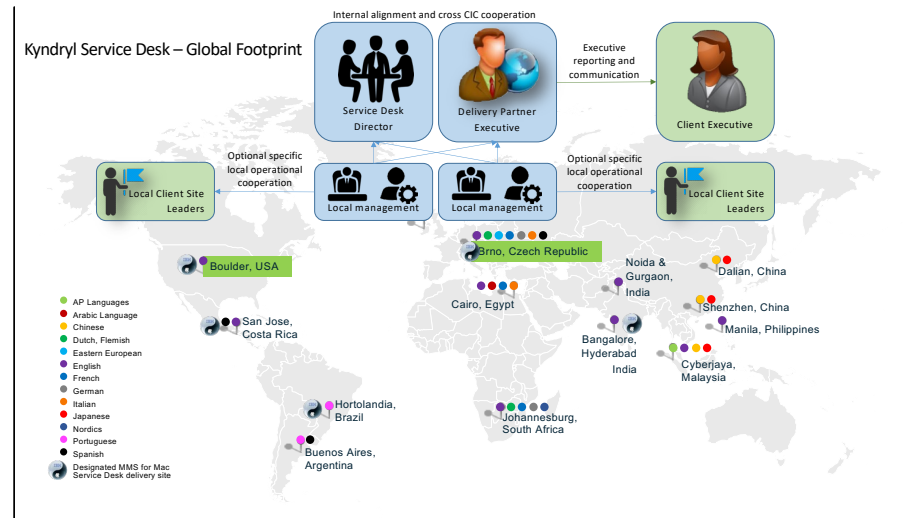
Kyndryl Service Desk – Global Footprint

- 15 of the world's largest Banks & Financial Companies
- 11 of the world's largest Industrial Products & Retail Companies
- 11 of the world's largest Media & Communication Companies
- 9 of the world's largest Insurance Companies
- 9 of the world's largest Healthcare and Life Sciences Companies
- 8 of the world's largest Electronics Companies
- 8 of the world's largest Automotive Companies
- 5 of the world's largest Airline Companies

Brno site infrastructure

Located in adjacent buildings in a Technology Park

- Each floor includes meeting rooms, quiet rooms and break areas with kitchenette and vending facilities
- Fully redundant infrastructure:
  - Power - UPS and Independent Diesel generators
  - Network [WAN & LAN] - voice & data. Two physically separate WAN links with connections provided by two separate providers

Business Continuity & Disaster Recovery

Contact Centre Shared Infrastructure (CCSI)

- Fully customisable based on client's requirements
- Provides advanced features to all it's components
- Enhances disaster recovery and business continuity options
- Enables virtualisation of agent resources cross geographical locations
- Fully customisable to client's environment and easily modified based on new requirements
- End-to-end support ensured by Kyndryl as a Single Point of Contact (including TFN)

Delivery management

Analytics

Mis-assigned

Flagging system established (tag or worklog type) on most accounts. Supports cooperation cross groups with direct efficient focus on issue fix and RCA targeting. Reaction time to fix the flagged ticket is only 1 day. Best practice cross accounts, usually driven by Service Leader or CTS.

Outputs are presented to clients.

Right-2-Left

Regular checks on tickets resolved by OSS with aim to find remotely resolvable cases improving reaction time, CSAT and cost. Next each newly identified case is recorded to knowledge base. Activity is driven by each account's CTS person. R2L is measured as comparison of tickets closed by SD, CTS and OSS.
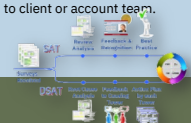
Outputs are presented to clients.
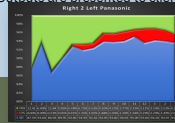
CSAT analysis

Each DSAT is analyzed by quality team, each user is called or emailed. Process is standard with minimum account deviations.

3 types of actions are derived based on causing unit

SD caused – direct feedback
IBM caused – addressed to account
Client help needed – addressed to client or account team.

Escalation process and internal reviews

Escalation process

Account Customer care mailboxes streamlining escalation flow and prevent fragmented communication.

Tickets flagged for easy tracking and for daily overview and speeding up of the processing. Monthly overview of escalated tickets to close the loop can be created

Continuous business review

Monthly review per team account lead by Business Operations Manager covering main topics in the unit, team, account, unit strategy, operational points, people development…

Delivery management

Live reporting
workloads visible to all people

Half-hourly reports for leaders

Daily Service Level and KPI performance overview (risk assessment and decision making)

Regular cross geography touchpoints for MTD results (weekly in BAU)

External quality system

Governance and reporting

During initial phase, there is a daily interlock with higher amount of daily data.

In BAU, there is only weekly and monthly interlock.

Each report must has a specific purpose to measure success of underlaying actions, reports not driving anything are not accepted or cancelled.

Interlocks

Weekly interlocks are serving operational purposes, usually excel AP

Monthly interlocks are designed for service overview, results of detailed analysis – eg. misassigned, R2L, escalations, call drivers, CSAT, progress of bigger points of improvement, SLA review...

Based on the size the account, the pack varies.

Strategy planning

Strategic planning is ensuring execution of meaningful long-term plans. Creation of such plan usually requires client visit and ideally visit of IBM on client site to gather the necessary feelings and data to define matching problem statements, objectives, goals, tasks and measurements.

This is reviewed every month, both IBM and client have usually part of the actions to drive.

IBM helps to identify such cases and provides best practices far these.

Our strategies are guided by three drivers of change that impact how enterprises will need to support their end users

Explosive growth of devices and technology

Exponential technology growth
By 2020, **80%** of outsourced service desks for global enterprises will no longer require human service desk agents for the first contact.[1]

Globalization and mobile workforce

A global office
Around **89%** of the global workforce will be mobile by 2020. [2]

Workforce demographics

Evolving workforce
By 2020, five different generations will be in the workforce together for the first time ever.[3] **75%** of millennials consider an organization's technology when deciding on employment.[4]

[1] Gartner; Strategic changes in infrastructure services, and how to source effectively for them, David Groombridge, Gartner Summits 2018, June 5-6, 2018, Frankfurt, Germany; Link   https://www.slideshare.net/mmagique/strategic-changes-in-infrastructure-services-gartner-io
[2] Markets and Markets report on Digital Workplace Transformation Market - Forecast to 2020 p.71
[3] Managing People from 5 Generations: Rebecca Knight, Harvard Business Review, ---   https://hbr.org/2014/09/managing-people-from-5-generations
[4] Gear Up For Next-Generation Service Support: Millennials Are The New Frontier: Elinor Klavens, Christian Kane, with Eveline Oehrlich, Shanta Samlal-Fadelle, Vanessa Wegner, Rachel Birrell; Forrester, May, 2016 --- https://www.forrester.com/report/Gear+Up+For+NextGeneration+Service+Support+Millennials+Are+The+New+Frontier/-/E-RES128224?objectid=RES128224

There are three key drivers that are shaping the way we're building the next-gen service desk for Workplace Support Services with Watson.

The first driver is the explosive growth of devices. Obviously, this is something that we can all wrap our heads around. I was in a meeting a few days ago and the majority of the devices were not laptops. They were either tablets or cell phones that were being used for meeting minutes. This additional set of devices, used by people that are on the go and not tethered to their desk, requires a different support strategy. This means different ways of ways of pushing patches, different ways of handling remote takeover and different types of questions we need to ask.

The second driver is the globalization and the mobility of this workforce. Workers are just not in conference rooms but spread out around the world. There's probably not another IBMer within 30 miles of where I am presenting this right now. Therefore, this mobility aspect requires us to be able to support them better remotely, and that brings in a lot of implications, such as proactive remediation.

And lastly, there is the impact of workforce demographics. This driver is really amplified by the fact you see on the lower right of the slide, which states that by "2020 or next year, five different generations are going to be in the workforce all at one time." This includes individuals that have gone from no cell phone, to desk phones, to desktop computers. The scope of this workforce includes workers that have lived through the advancement of distributed computing right through folks that were born with a cell phone in their hand. This provides a massive spread of expectations around how support is going to be provided.

I won't go through each of the facts on the slide. But they are great anecdotes that really amplify and illustrate drivers shaping the way we are thinking the service desk of the future.

Digital Workplace Support

An integrated, omnichannel service
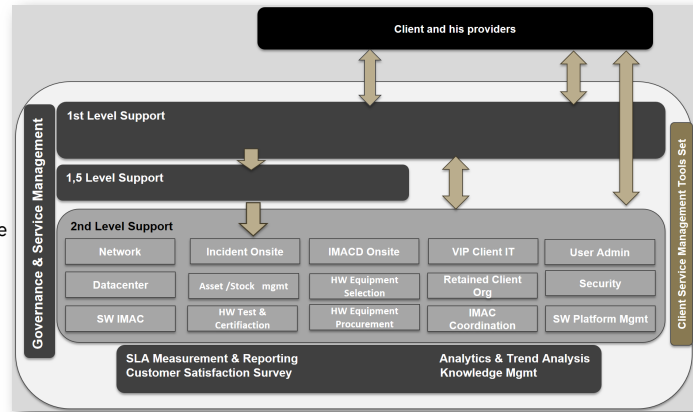
3
7

We offer an integrated suite of capabilities designed to enhance employee productivity, manage costs and deliver a superior personalised experience. As you can see, the user can choose how they get the support they need. We will work with you to define how this omni-channel approach looks and presents to end users.
The omni channel support service includes support via virtual agent, self-support capabilities, live-agent assist through chat and phone, Level 1.5 support, deskside support and client centres. All these are powered by IBM's analytics capabilities.

Kyndryl works with clients to build a roadmap for the future of their IT End User Support.

Self-Healing

Virtual Personal Assistant

Semantic Ticket Analytics

Personalized Support

Robotic Process Automation

Persona Driven Support

Multi-Channel Support

Automated Password Reset

Single Point of Contact

Digital Experience Monitoring

Advanced ITSM Tooling

Detailed User Facing Knowledge Content

Service Desk Efficiency Optimization

Ticket Analysis and Transformation

Level 2

Level 1

Automation and Cognitive

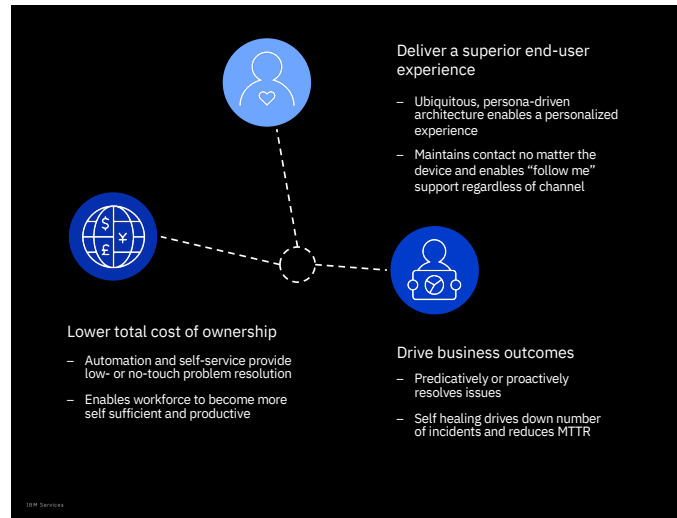Cognitive Support

Productivity and Analytics

Traditional

We appreciate that you may be in one of many stages in your Workplace Transformation, and our objective is to work with you to ensure your service transforms at a pace that drives the maximum return on investment for you, creates a great user experience and isn't disruptive to your end users.

The first part of this transformation is ensure that you have the right foundation from which to transform your service; we first need to ensure we understand what types of issues you have, drive process efficiencies, build user self-help content and use simpler automation, such as automatic password reset, to ensure we hit a return on investment quickly, and steer your transformation in the right direction. In the next few slides, we will talk about our analytics, that will help create the insights we use.

Once we have a clear understanding of your users and their issues, we will implement solutions that resonate with end users, empowering them to get their issues fixed quicker. Here, though using AI and Automation will reduce the number of issues users face, augment their channels of support and make these more personal, provide immediate support for a range of issues, and create an overall superior user experience.

Workplace Support Services with Watson is focused on transforming IT support

Deliver a superior end-user experience

– Ubiquitous, persona-driven architecture enables a personalized experience

– Maintains contact no matter the device and enables "follow me" support regardless of channel

Lower total cost of ownership

– Automation and self-service provide low- or no-touch problem resolution

– Enables workforce to become more self sufficient and productive

Drive business outcomes

– Predicatively or proactively resolves issues

– Self healing drives down number of incidents and reduces MTTR

IBM Services

I talked about the drivers that are shaping the way we are thinking and building the service desk of the future. Now, I want to touch on our primary goals behind all of this work.

The three primary goals for our workplace support services are delivering a superior end user experience, lowering the total cost of ownership and driving business outcomes. These three factors are interdependent and therefore cannot be looked at in isolation.

By focusing our solutions on providing a great end user experience, we aim to increase user satisfaction with our transformation. Creating a great end user experience requires us to ensure the solutions we implement are of high quality, and are simple and effective for users to get benefit from; this starts with driving problem avoidance and increasing the speed that users can get the support they need. This will increase user productivity, these experience improvements are business outcome focused. To meet our objectives of being experience and business outcome focused we leverage our analytics and cognitive systems to predict potential issues and stop them from occurring, and identifying issues in real-time and proactively resolving them before they impact users*

At the same time, by creating a great end user experience, we improve the collaboration between end users and our Workplace Support Services, and ensure our strategic initiatives provide visible value to end users. This increases users' engagement with these initiatives, which increases the utilization of our end user facing tools, adds value to the business and reduces the total cost of ownership.

As way of example, our Virtual Personal Assistant solution provides a one stop shop for a user's to get immediate IT Support. As the Virtual personal assistant enables users to get answers, automate fixes and raise tickets quickly, this improves user productivity (Business outcomes) and delivers a great experience. This in turn drives adoption in self-service solutions, by empowering the user; which in turn drives significant reduction in the total cost of ownership.

NOTE TO SPEAKER:
* This is a very important factor for us to get into, and I encourage when you are talking to a client to understand some of their pain points. That is, understand what their industry is doing and some of the things that may be salient to them from a business outcomes perspective. Put yourself in the shoes of some of the folks that are calling the service desk. Try to understand if they are client facing themselves. Try to understand whether or not some of our proactive technologies could eliminate issues from ever occurring and/or help workers provide better customer service for the company that they are representing. We want to be able to drive those business outcomes. For 2019, this the most important focus point for us – that we are developing and delivering technology that is bringing improved business outcomes.

**We want to really highlight the proactive and predictive capabilities through analytics and automation.