'Homework': Executive Edition

Developing & Delivering Services & Solutions Remotely

Brief #5

The rise and extended impact of the COVID-19 pandemic continues to have profound change implications across the social, political, and economic spectrums for the world's population and businesses. This is the fifth in a series of briefs that offer our perspective on how things will change for companies in the services and solutions business, along with considerations on what will differ from current practices and approaches.

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Overview

This is the fifth in a series of "Remote / From-Home" work briefs offered by the Executive Leadership Team at The INSIGHT Group. The following briefs, as well as others in the series, have been published and are available at www.insight-group.com. The objective of these briefs is to present a series of best practices within the new remote/from-home work environment. Prior briefs included:

1. Rapidly Adapting to the 'New Normal' in Services & Solutions
2. Selling Services and Solutions Remotely
3. Key Elements in Developing a Remote Worker Policy
4. Cultivating Best Practices for Remote Marketing & Market Management

In this brief, we will focus on best practices for developing and delivering services and solutions offerings remotely.

Developing and Delivering "High Value" Services and Solutions Remotely

Not all services and solution offerings can be delivered remotely. However, with the infusion of innovative, user-friendly technology into media tools, highly collaborative work sessions are now within reach, enabling many additional services lines to be engaged remotely.

Looking at the Services and Solutions offering continuum, these new customer engagement enablers have dramatically shifted the ability to deliver projects remotely. *Exhibit I* below depicts the four major generally accepted service lines that offerings generally fall into. The first of the four services lines; *"Help me figure out What to Do"* (Far left) consists of high-level consulting offerings delivered by highly skilled subject matter experts. These offerings coupled with the new virtual media connection capabilities are ideal for

remote delivery. As you move further to the right of the continuum, however, more of these offerings include assets as well as experts and in some cases require on-site delivery. Nonetheless, with the growth of Digital and IT Infrastructure plus the desire to provide XaaS offerings, these also can now be delivered remotely. Many if not most of the Hybrid Cloud migrations will be delivered remotely in the future… there are a few firms that offer this type of migration offerings today.

What To Do	Help Build	Help Run	Run It
Process Innovation / Renovation	**Plan / Design / Development & Implementation**	**Operational Support & Management**	**Process / Functional Managed Services**
• Best Practices Workshops • Assessments / Benchmarks • Strategy Development • ……………….	• Implementation Services • Migration Services • Development Services • ……………………	• Asset Management Services • Expert Staff Augmentation • Education & Training • ……………………	• Business Process& Operations Outsourcing • Application & Infrastructure Hosting • …………………….

Exhibit I: Services & Solutions Offering Continuum

What changes are required to enable your offerings / capabilities to be delivered remotely?

Delivery Impact

Clearly, there will be *less travel* and therefore *more time* available for actual delivery. This should positively impact professional utilization, travel costs, documentation / contract administration time, and potentially facilities cost for each professional connected to the engagement. There will also be changes needed to update delivery and pricing methodologies. These changes should result in a better price value proposition for your clients. Another trend we see on the *"What To Do"* and *"Help Build"* side of the continuum is a greater utilization of non-local resources being brought into solutions, where one of the previous key considerations was the ability to provide local (face-to-face support) in front of the customer.

Offerings Development Impact

Each element of the Offerings Development & Launch process will need to be customized to take advantage of the higher value proposition offered by remotely delivered services & solutions, particularly the Business Concept, Business Case, Offerings Launch, and Lifecycle Management phases.

In addition, an evaluation must be employed upfront to decide which offerings are suitable for remote delivery and which are not. Even those offerings that are not suitable for remote delivery

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may have some elements that can be delivered remotely.

Other Areas Impacted

There is another dynamic that is affecting delivery and development; expert systems are reducing the need for people for delivery and maintenance. AI will become increasingly important to the overall value proposition of every offering particularly in the area of diagnostic tools to provide/ suggest solutions that rely less on human interaction. These will require collaborative capabilities utilizing multiple sources. Security will become even more important when delivering and maintaining environments remotely. Today, banks and the government are requiring services providers to perform a very stringent security audit before allowing the ingestion of any data. Some of the *"Help Run"* offerings, (e.g. call and contact center offerings) will require more focus on security, balancing these protective measures with current key criteria such as lower cost and higher service levels.

Other changes will be required to align the marketing, talent management, and business development (sales) functions as well. These have been highlighted in prior INSIGHT briefs (see links above).

Perspectives / Insights

We hope these "Best Practices" Briefs on enabling a predominantly remote operating environment can help you and your organization accelerate this transformation and drive future success. We continue to receive positive comments on the value of these briefs. We, the Executive Leadership Team, continue to welcome continued feedback as we all navigate and innovate within the 'new normal' of business. With our extensive experience managing and developing effective best practices for remote and at-home work coupled with the feedback we are receiving, we plan to outline our capabilities to help clients become more competitive in this area over the next several weeks.

Our next brief, *The Case for Collaborative Leadership*, will focus on the continuing need for effective collaborative leadership in these new and uncharted times. It will help identify additional important considerations and challenges that accompany the remote work environment.

Let us know if you or your firm would like to share your thoughts, issues, and/or discuss additional insights on this topic. We would be happy to set up a short web session. Drop us a note at esposr@insight-group.com.

Tom Esposito has had a unique opportunity to observe and participate in the growth of the fee-based services business. He Co-Founded the INSIGHT Group in 1996 following 30 years at IBM where he was acknowledged as one of the key architects of IBM's Global Services Business. While at IBM, Tom was responsible for developing and implementing strategies to broaden IBM's services business from traditional maintenance and software support into a rapid growth high value customer services business. Tom served as chairman of IBM's North American Services Executive Council and as spokesperson for the North American services business. His last assignment at IBM was Vice President - IBM Global Consulting & Services where he was responsible for re-engineering IBM's rapidly growing geographic services businesses to a global services business with common goals, processes and metrics worldwide.

At INSIGHT, Tom specializes in helping clients design and implement profitable high-growth services strategies and business plans. He has deep knowledge and experience in all the essential elements of the services & solutions business model. Contact Tom at *esposr@insight-group.com*.

Michael Poehner has extensive experience in business strategy development, market coverage strategies, sales management/marketing, Partnering Programs and acquisition & mergers. He led 5 acquisitions as part of the DMR growth strategy, including DMR Canada, ICL consulting UK,and Trecom in the USA. Michael had a distinguished 35-year career in the Technology and Services Business. He has held President/CEO and Senior Executive positions in a number of major Information Technology and Services Companies. Contact Michael at *mpoehner@insight-group.com.*

The INSIGHT Group is a 'Best Practices' services consulting firm focused on helping product and service companies implement high-growth services strategies. Our partners represent a group of experienced executives that have held senior executive services business positions across multiple industries. INSIGHT has operated for more than 20 years utilizing a predominantly "virtual office" business model. For further information check our web site at www.insight-group.com.