

The Global Workspace Alliance

Offering an international outlook with a local touch



Summary

Catalyst

Products, services, and rewarding customer experiences are designed, delivered, and managed by employees, so businesses and institutions must do all they can to spark creativity and facilitate productivity in the workplace, wherever that might be and on whatever device is at hand. Using Ovum's *A Digital Workspace Manifesto* as a guide, this report examines the approach and offerings of the Global Workspace Alliance (GWA).

The Global Workspace Alliance

Every global organization has its own unique mix of line-of-business applications and packaged solutions as well as an array of productivity and collaboration tools. But as every CIO and business executive knows, provisioning, supporting, and integrating these IT systems in a suitable, safe, and secure manner can be a costly and complicated undertaking, especially in a highly dynamic working environment that is peppered with legacy applications and devices.

When the GWA was founded eight years ago, the IT services world was led by companies like IBM and HP – big, monolithic, one-stop IT shops capable of catering to the needs of large global companies. It was felt that these companies offered limited flexibility for midsize organizations with multicountry scope and local requirements. Within this context, Getronics established the GWA as an ecosystem of like-minded IT providers, offering local strength and presence in workspace services and a focus on international business, scaling to organizations with thousands of employees.

Figure 1: GWA partners



Source: Global Workspace Alliance

The Alliance directly covers 80% of the global economy. It is jointly led by Getronics and CompuCom and includes another nine strategic members – SPIE, Tecnocom, Centric, InfoCare, NSC, S&T,

AGCN, Eire Systems, and Topnew Info (see Figure 1) – plus an extended partner network of over 70 service providers for on-site coverage.

By engaging with a member of the Alliance, international organizations can plug into an extended service network through a single business point of contact. This differs fundamentally from the traditional subcontracted model where local resources are hired in to support international IT service contracts. The GWA is governed by its Participation Charter which lays down the basic principles and joint commitment to partnership obligations, as well as pre-agreed services and terms & conditions for customer engagements to ensure both transparency between members and consistent top quality towards international customers.

All Alliance members work together as “one team” sharing a structured and connected global service delivery model, providing global customers with proactive, user-focused services. Shared tools and processes enable seamless planning and management of all required resources across the GWA partner and customer locations. Also unique in the industry is their development of a joint GWA portfolio, with both IP and investments shared among partners. For the client, this results in simplified global contract management, flexible centralized billing options, effective and consistent service provisioning, innovative service offerings with anticipated evolution, and responsive scaling to requirements.

The GWA partners seek to grow their business by providing global companies with best-in-class workspace services, aiming for increased productivity and optimal end-user experience. By focusing on the end user rather than the device, the GWA is driven by the nuances and requirements of its international clients, leveraging its local footprint and tailoring its service offers to fit specific needs. The GWA’s global reach blends well with the local expertise and culture of its partners and allows the organization to position itself with a flexible and transparent alliance model, championing the slogan “think global, act local.”

Key messages

- Promoting productivity, collaboration, and business innovation by looking beyond reductions in downtime to ensure optimization of “worktime.”
- Accommodating an expanding range of digital workstyles by developing independence in terms of employee location and device usage to enhance the digital workspace.
- Scaling across enterprise dimensions – identities, devices, applications, and data – by thinking global and acting local.
- Enhancing the employee workplace experience by committing to a proactive, predictive, and preemptive user-centric service model.
- What it means to be flexible, adaptable, mobile, and agile by reducing the friction that is often associated with IT support and business technology change.
- Preserving the confidentiality, integrity, and availability of corporate data by conducting regular audits and implementing formal information security management systems.
- Addressing industry compliance and regulation mandates by establishing a clear understanding of governance, risk, and compliance requirements.

- Implementing, supporting, and maintaining the digital workspace by sharing knowledge and know-how to promote best practice and stimulate service innovation.

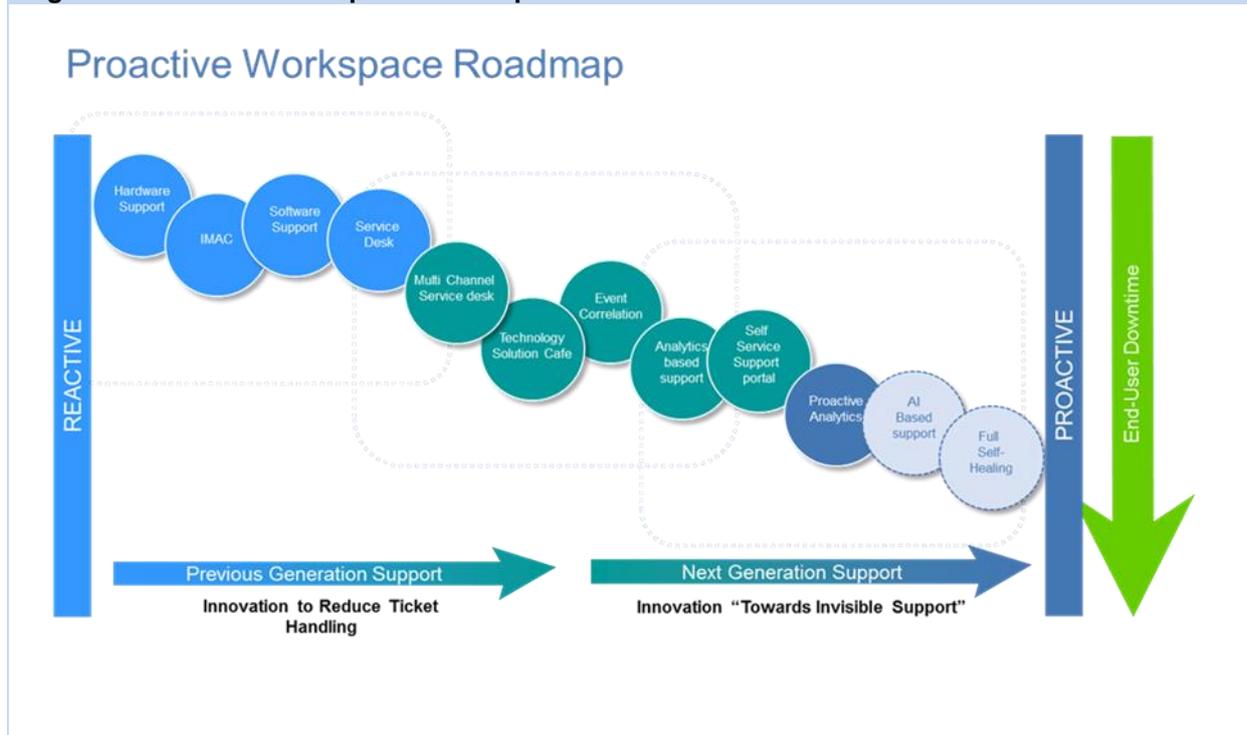
Promoting productivity, collaboration, and business innovation

Looking beyond reductions in downtime to ensure optimization of “worktime”

The GWA’s workspace portfolio is well positioned to embrace the following key end-user computing trends identified in Ovum’s research: IT consumerization; focus on end-user experiences and satisfaction as an enabler of productivity and business growth; enterprise mobility reshaping business processes and activities; and the changing workplace demographic, with millennials entering the workforce and bringing with them a different set of expectations regarding technology, functionality, and support.

The GWA addresses trends, especially as they relate to the needs of international companies requiring global support and local presence. Specifically designed for organizations employing between 5,000 and 50,000 people, the reach and range of the GWA’s proactive and tailored workspace offering is enabled by its global footprint, full range of global remote services, and continued commitment to on-site support locations. Working through the GWA partners, the alliance approach avoids the issue of “margin stacking” that often pushes high-quality services beyond the reach of budget-constrained organizations, allowing for competitive market pricing.

Figure 2: Proactive workspace roadmap



Source: Global Workspace Alliance

Examining the GWA's roadmap (see Figure 2), we see that it is geared towards providing the kind of next-generation workspace services that are going to be instrumental to people-based businesses and institutions as they seek to harness more of the unique capabilities – skills, competences, knowledge, and insight – of the workforce. Looking from left to right, the diagram sets out an evolutionary journey that attempts to reduce the negative impacts on productivity that many employees and end users experience daily. Success, in part, will rely on the enterprise IT industry moving forward at pace and in a direction similar to that of the consumer market. Those participants within the ecosystem that are unable to follow this progression are at risk of being replaced by adjacent players and new entrants to the market just as we have seen in the consumer arena.

The GWA's investments point towards a goal where every aspect of the digital workspace is designed around the user experience, combining proactive analytics and persona-based solutions to adapt to specific business requirements, leading to "invisible support." Today, this proactive tooling is embedded in the GWA's workspace offering, enabling it to act on issues even before they are reported by the end user. The GWA reports that this is already reducing the number of calls to the service desk, and when the calls do occur, the time to resolution is reduced. This tooling enables end-to-end services from the user to the back-end infrastructure, providing significant improvements to end-user productivity due to reduction in downtime and to less time being wasted in calls with the help desk. In addition, the GWA model provides different support channels for users to choose from, including portal solutions, walk-up centers, knowledge bases, and chat-based support.

Accommodating an expanding range of digital workstyles

Developing independence in terms of employee location and device usage to enhance the digital workspace

The support services offered by the GWA have always accommodated the notion of different work styles, albeit with the more traditional extent of end-user computing in mind. However, the GWA has adapted its service model to support a more varied, IT-enabled workforce and recognizes that there is an expanding range of requirements and expectations with the influx of millennials and a more tech-savvy workforce.

The GWA offers different types of solutions to accommodate the increasing number of mobile and home-based employees, including those working from offshore locations. By offering a tailor-made personal portal/digital workspace environment, the GWA can provide applications and support services for a broad range of roles and profiles.

The GWA's global multichannel service desk offers end users a wide set of tools and methods when they need to reach out for support. These include telephone, email, chat, self-service, agent selection, interactive voice response (IVR), knowledge portal, and access to a knowledge base. In addition, the GWA model offers a wide range of options for obtaining on-site support, including full-time on-site engineers, dispatch, and walk-in centers.

Large organizations generally employ a workforce that exhibits the full gamut of IT skills, knowledge, and expertise. At one end of the spectrum is the tech-savvy IT power user, an individual that is likely

use “Google” to find solutions to their IT problems. For this user, the GWA workspace service offers access to continuously updated knowledge bases plus other self-help tools and resources.

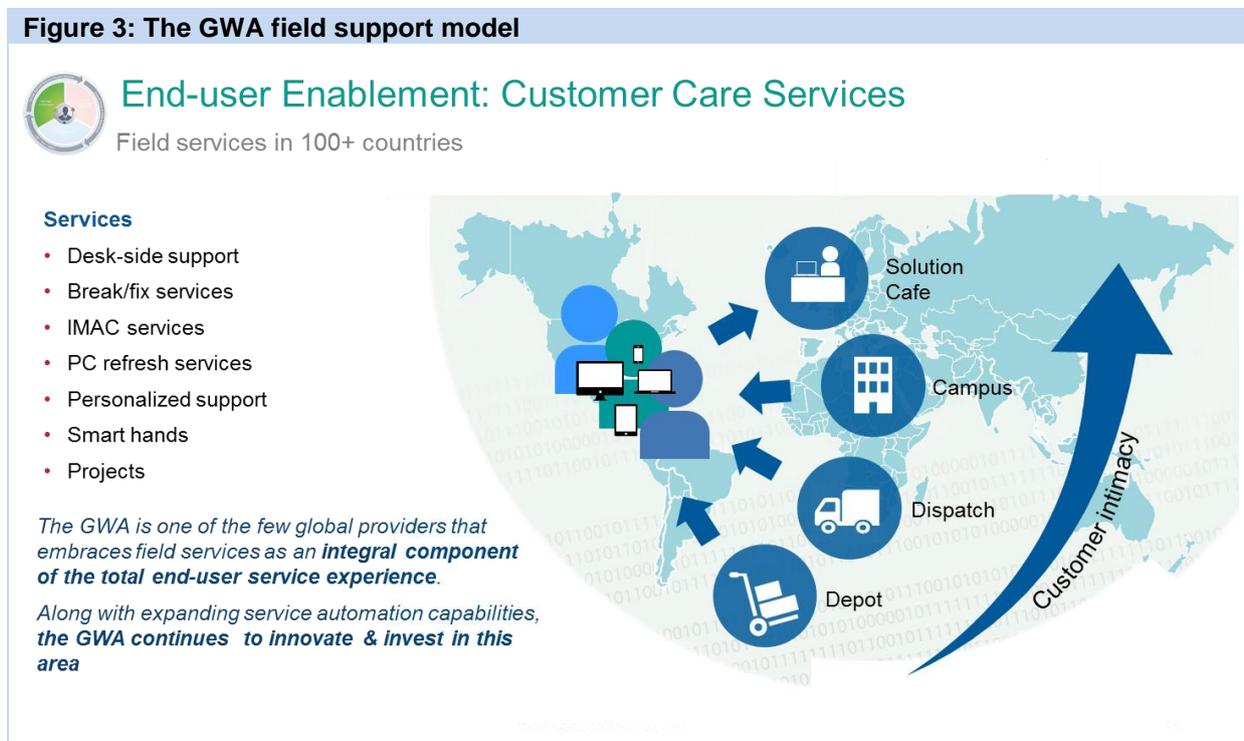
The GWA’s walk-in centers (Solution Cafés ®) offer a more consumer-like experience for less technically minded employees and for those users who prefer in-person discussion. Meanwhile, the option of having “Tech Zones” (mostly in the US) fits well with peripatetic and mobile workers – an important category of user that often benefits first from advancements in mobile and telecommunications technology, but one that finds it difficult to schedule time in an office when their role requires them to be on a client or customer site.

Independent of device or location, this enables the end user to securely access the digital workspace, allowing access to support and the ability to request services. To comply with the client’s governance requirements, the digital workspace can be cloud based or on site, with the option to support both as organizations optimize hybrid IT environments.

Scaling across enterprise dimensions: identities, devices, applications, and data

Thinking global, acting local

Figure 3: The GWA field support model



Source: Global Workspace Alliance

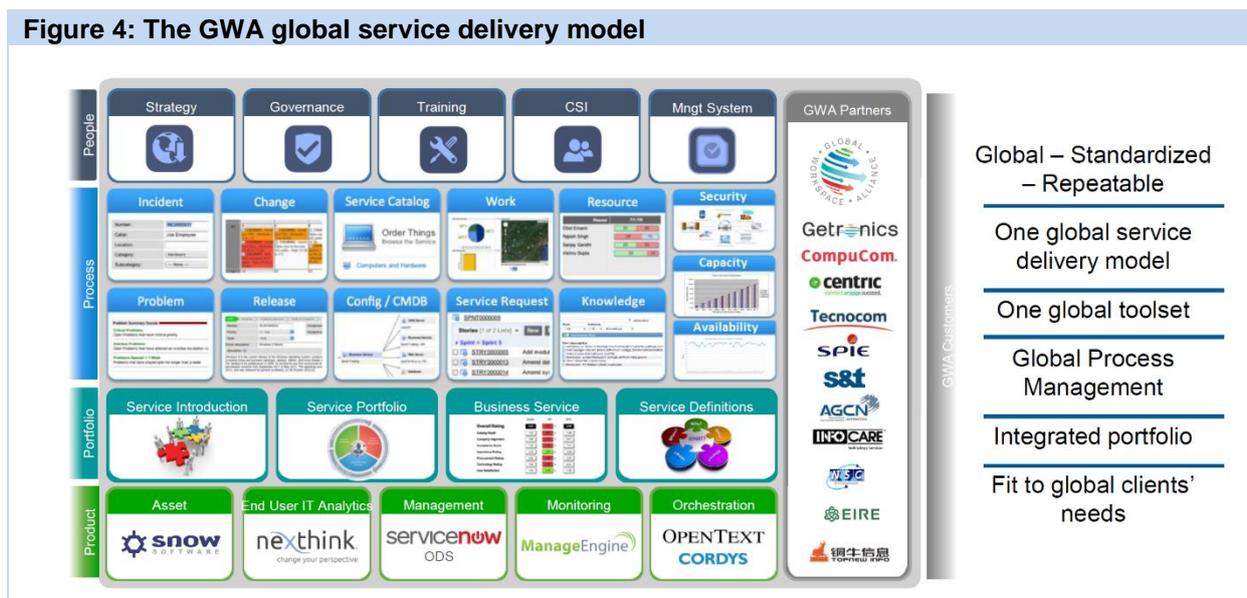
The GWA portfolio of solutions spans the entire workspace environment and includes physical device support, on-site technical support, walk-in centers, remote global service-desk contact centers, security operations, and network operations centers, as well as applications support and cloud services. All GWA partners can offer this portfolio of services to both GWA-led deals and their own clients, and they jointly ensure the global delivery capability. The GWA considers on-site field services as an integral component of the end-to-end service experience, with innovation and investment

driving expansion of service automation capabilities. As can be seen in Figure 3, supply-side activities are orchestrated to accommodate the demand side of the service delivery model.

The GWA recognizes that all customers' employee needs are not the same, and that adopting a tailored and flexible approach to meet these various requirements is important. To deliver this value, they have developed an approach that enables the delivery of locally tailored solutions through a global service delivery model (see Figure 4), thereby meeting all users' needs wherever they are and on whatever device.

As partners of companies such as Microsoft, Apple, Cisco, and Dell, the GWA can architect, commission, and support the end-to-end digital workspace. This "one-stop shop" is optimized for enterprises, providing business decision-makers with confidence that their employees have the tools they need to achieve maximum productivity, while also ensuring that corporate data and intellectual property is secure.

Figure 4: The GWA global service delivery model



Source: Global Workspace Alliance

As an alliance, the GWA managed to close deals of between \$1m and \$54m in 2016, with varying scope in service and geography. The largest deals in terms of total contract value included between 10 and 68 countries, with a duration of between 3 and 5 years. The scope of services included the full spectrum of end-to-end remote and on-site workspace management.

Enhancing the employee workplace experience

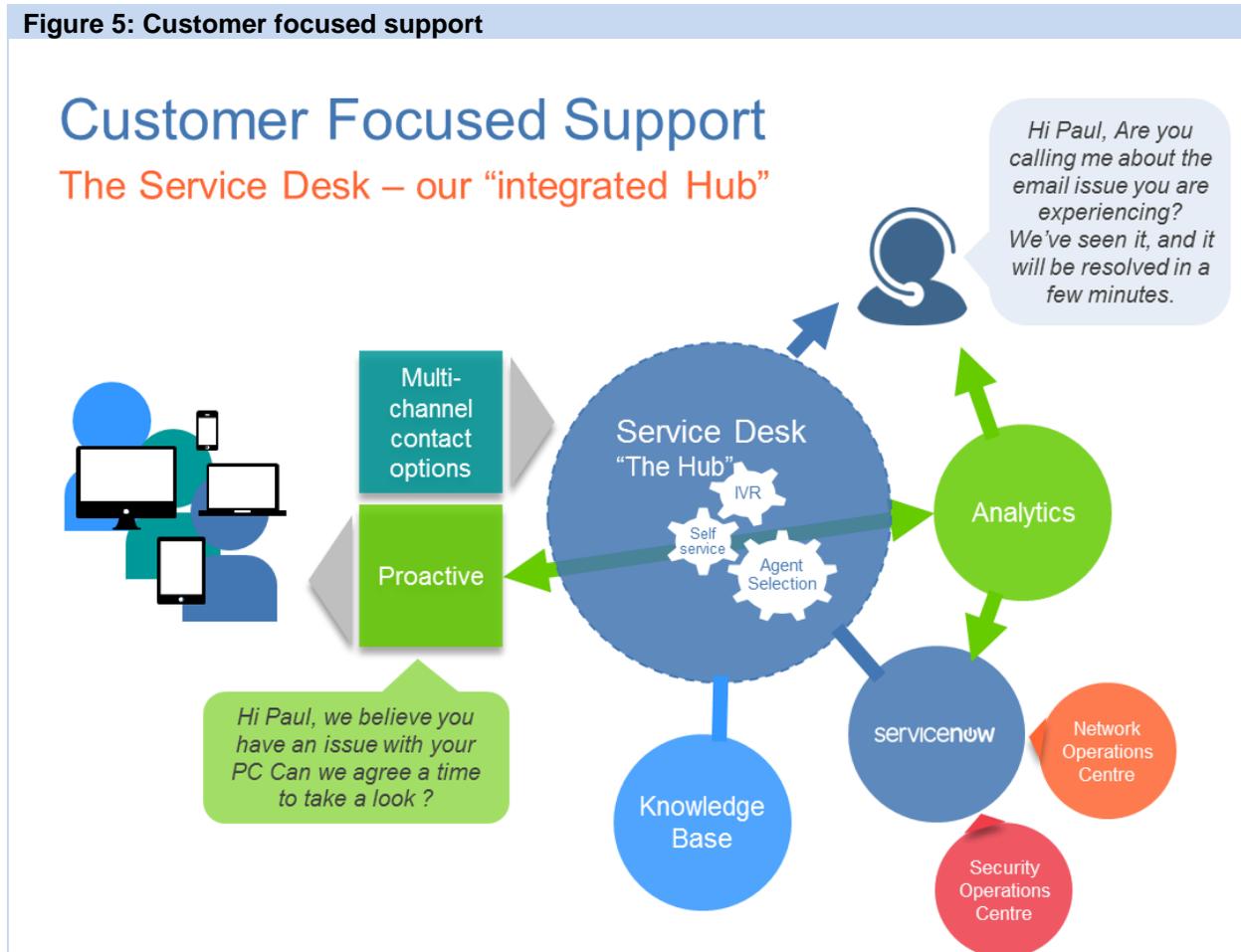
Committing to a proactive, predictive, and preemptive user-centric service model

The GWA's workspace portfolio has been designed around modern user needs and expectations. It is flexible and multichannel/omnichannel and is therefore able to cater to a wide range of employee/user profiles and personas. The proactive and preemptive nature of the service is designed to monitor in the background, ensuring that incidents are fixed before the user even knows they've had a problem. This ensures that the user experience is not impacted by technical issues and that the highest

possible levels of security are maintained, preventing virus and malware outbreaks and hacking or security breaches.

The intent behind the GWA's workspace portfolio is for IT to become an enabler for end users and employees rather than being an inhibitor to them achieving their objectives, so the focus is on user productivity rather than on reaction times to incidents (see Figure 5).

Figure 5: Customer focused support



Source: Global Workspace Alliance

What it means to be flexible, adaptable, mobile, and agile

Reducing the friction that is often associated with IT support and business technology change

The GWA's workspace solutions have been developed to be user-centric, not device-centric. This allows the GWA to adapt its solutions to accommodate different profiles and workstyles, such as desk-based workers, field-based sales agents, home-based business executives, and customer-facing service workers. These workspace solutions are developed with changing workplace demographics in mind, and acknowledge the subtle, and sometimes significant, differences that exist in the workforce.

Some examples of how the GWA workspace solutions support flexibility, mobility, and agility are shown below:

- On-site and remote support is provided to over 100 countries, 24/7 via the service partner network and “follow the sun” service desks. This enables the GWA to support the customer’s workforce regardless of location or time.
- Digital workspace and portal solutions are cloud-based platforms that provide the applications, support, and tools that end users and employees need. These are also device-independent and accessible from a smartphone, tablet, laptop, or PC.
- The GWA offers consumer-like support options, such as the Solution Café (similar in concept to Apple’s Genius Bar). These IT support stations at the customer premises enhance the workplace IT experience with multiple options for the end user, offering support flexibility (ability to schedule appointments with the engineers as well as receiving on-demand support, availability of smart-lockers for loaners in out-of-office hours, etc.).
- A GWA partner, CompuCom, has started opening “Tech Zones” in commercial areas around the US. These “service shops” are available for consumers and small and medium-sized businesses, and serve as additional remote Solution Café spots for contracted mobile corporate users either residing in or passing by the area.
- For the past few years, the GWA has been investing in proactive tooling. These tools are integrated into its managed workspace services, reducing downtime, increasing agility, and enabling productivity. The objective is to resolve IT issues even before they are noticed by the end user. Where problems are reported, these are quickly identified by agents due to the improved visibility of the environment.

Preserving the confidentiality, integrity, and availability of corporate data

Conducting regular audits and implementing formal information security management systems

With a long history of workspace expertise, the GWA believes that ICT demands will be driven by the needs of individual end users. Thus, the challenge to any organization is to use technology to enable the workforce to become more productive by making it easier for people to collaborate, wherever they are, in a secure and cost-effective way. It is vital, therefore, that the systems, networks, and tools used always remain effective and secure. This is also true for the ICT products and services that the GWA supplies to customers.

The GWA has invested in many technical security safeguards, such as secure data center facilities, anti-virus checking, protective monitoring, firewalls, vulnerability scanners, and user authentication systems, and these are used to assess and reduce vulnerabilities and threats. However, these are not infallible, so maintaining healthy systems requires broad adoption of secure ways of working within a compliance framework, such as ISO/IEC 27001:2013, and understanding the risks and controls.

The GWA’s Workspace Solution framework always includes a security, risk, and compliance function. This operates across the ICT and GRC domains and helps organizations respond to, and guard

against, cyber-attacks. To ensure compliance with its own policies, customer policies, and regulatory requirements, the GWA has employed automated tools and conducts regular internal audits. Independent audits are also carried out. Internally, partners of the GWA have developed and maintain a formal information security management system (ISMS) to satisfy the requirements of ISO/IEC 27001:2013.

Through regular reporting to senior management, the GWA can review potential issues and identify and drive opportunities for improvement. In addition, formal reviews are undertaken to assess the continued effectiveness of the ISMS and its fitness for business needs. In addition to the above, the GWA proactive toolsets have been developed to provide real-time data about the environment. This provides visibility of threats and issues before they impact the business and reinforces the security and compliance processes that are in place.

Addressing industry compliance and regulation mandates

Establishing a clear understanding of governance, risk, and compliance requirements

The GWA workspace solutions need to be compliant on several different levels. Firstly, they must be compliant to local and international industry standards, which is ensured by the GWA's global service delivery model (GSDM). This is an integrated service management process delivery model, and is designed to deliver high-quality, standardized, repeatable, and consistent services for GWA customers. Along with other benefits, this delivers the following:

- Alignment of organization, processes, and supporting systems.
- Support for, and by, the industry compliance standards (such as ISO/IEC 20000, ISO/IEC 27001, ISO/IEC 22301, and ITIL), both internally and, where required, externally by GWA customers.
- Regulatory reporting: International Standard on Assurance Engagements (ISAE) No. 3402, Assurance Reports on Controls at a Service Organization, where requested by GWA customers.

GWA solutions are compliant with the company's own regulations and values in terms of software, devices, and services. This varies across industry and business and is achieved through a flexible approach and close understanding of the customer's needs. GWA account and delivery teams work closely with customers to maintain levels of security, compliance, and cost control to mitigate business risks. This starts at the earliest possible phase of the engagement, with both parties establishing a clear understanding and agreement of technical, process, operational, governance, risk, and compliance requirements.

Through the service transition framework (STF), the solution is designed, built, implemented, and transitioned into service via a series of "transition toll gates" to ensure that the solution meets the customer's functional, security, risk, and compliance requirements. The GWA's security and compliance service supports the delivery of the solution, working closely with customer counterparts to fulfil periodic reporting and auditing activities as well as topics of mutual interest.

Implementing, supporting, and maintaining the digital workspace

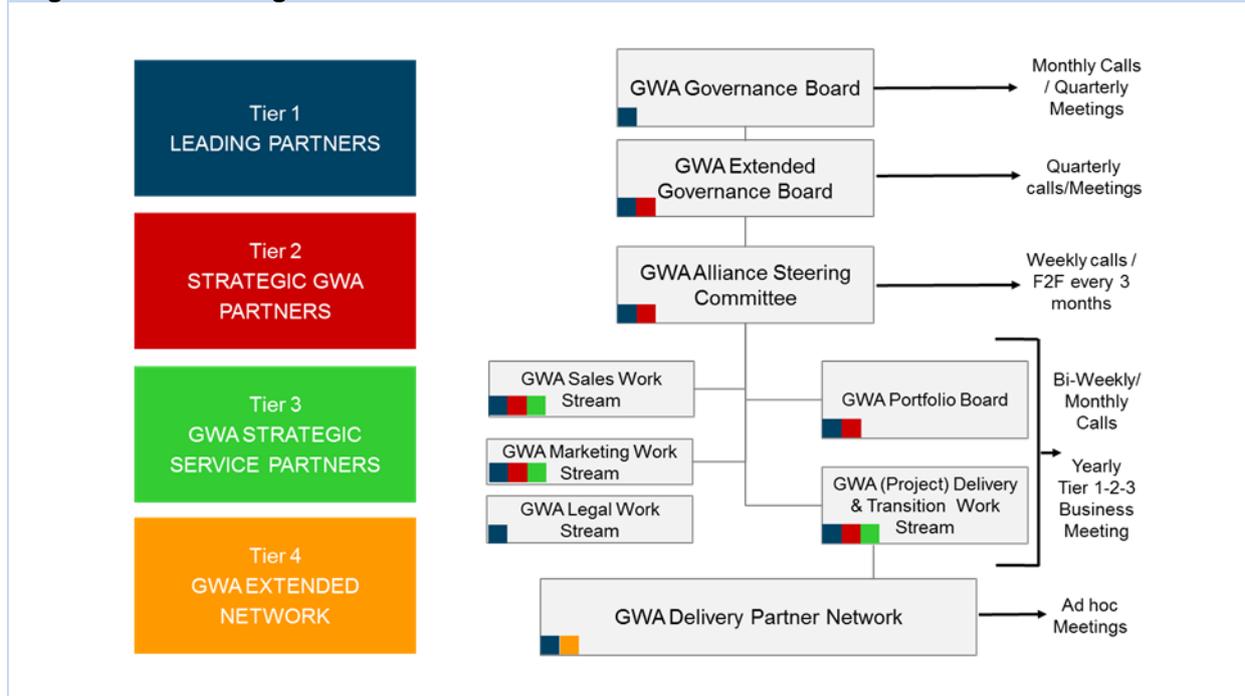
Sharing knowledge and know-how to promote best practice and stimulate service innovation

When creating the GWA, it was very important that its structure would not only allow, but also encourage investment and innovation in the workspace portfolio. There is a commitment to this from the leading partners, Getronics and CompuCom, in the form of a work stream dedicated entirely to the workspace portfolio, which ensures continuous investment in the GWA's global offering. Opportunities are sought within each partner's own capabilities and with an assessment of market demands. Moreover, the alliance business model promotes the sharing of relevant intellectual property between partners to support service innovation for the benefit of GWA customers. As can be seen in Figure 6, the GWA governance model is strictly managed and is in line with these stated objectives.

All GWA partners must sign the GWA Participation Charter and each member has a designated executive sponsor. This contractual agreement lays the basis of the Alliance and solidifies each partner's commitment to the GWA ecosystem, delivery quality, and responsibilities to GWA customers.

In itself, the GWA is an innovative concept. Unlike other partnerships that tend to form around individual deals, this alliance is based on established business relations and terms for promoting digital modernization of end-user focused services.

Figure 6: The GWA governance model



Source: Global Workspace Alliance

All GWA members are able, and encouraged, to share knowledge, know-how, and expertise to ensure best practices are integrated into their offerings. The GWA partners share common methods,

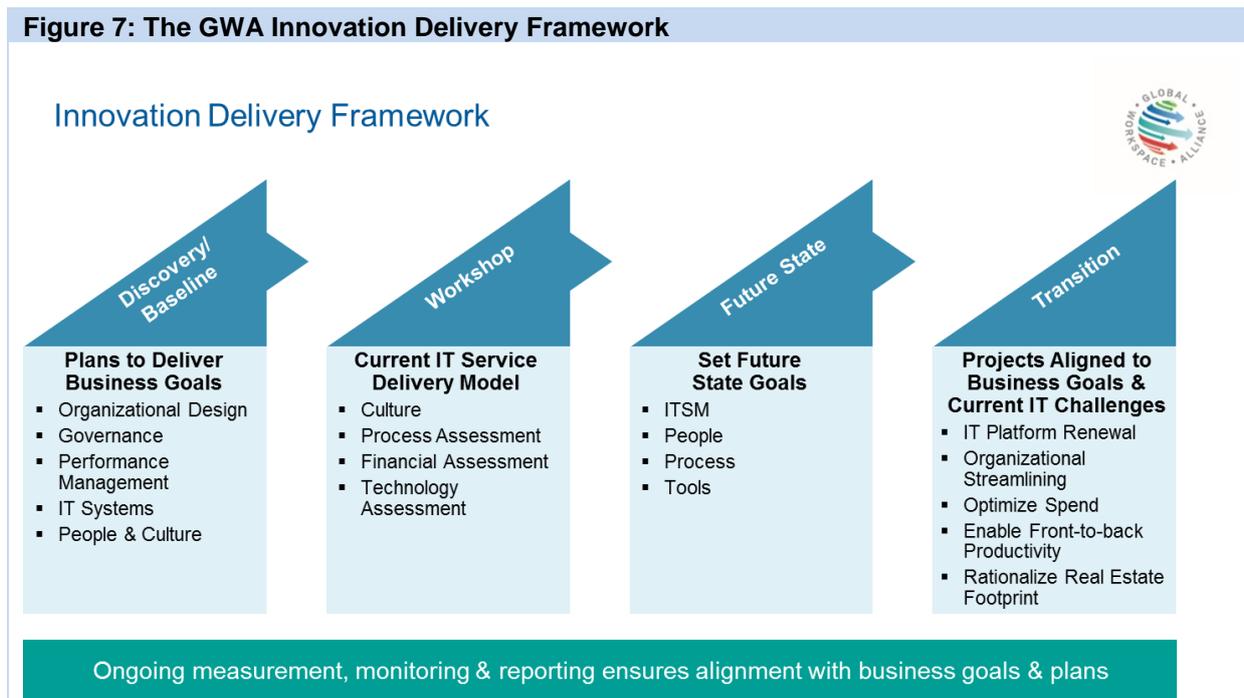
processes, and tools, working under the global service delivery model (GSDM) to deliver workspace solutions and support across all regions.

The GSDM is one of the main working models within the corporate business architecture of the GWA, and provides standardized global processes and guidance to the Getronics operations groups and provides the structure and method behind the GWA portfolio and catalog of services. In summary, GSDM provides the following:

- Support for the concept of “service DNA,” which ensures that servicing clients’ needs is always to the fore.
- Improvements and innovations in the end-to-end delivery processes.
- Process alignment between business lines, operating companies, suppliers, and service partners.
- Alignment of organization, processes, and supporting systems.
- Integration of up-to-date industry and compliancy standards.
- Coverage for end-to-end services, including local support, field support, and asset and lifecycle management.
- A clear link with the global services strategy and business and customer value.
- A strong emphasis on continual service improvement, which becomes embedded into the personal objectives of all global process owners and service delivery managers.

The focus of the GWA is to offer added value to every customer engagement. To deliver this, the organization has developed the GWA Innovation Delivery Framework (see Figure 7). The purpose of this framework is to help clients’ IT organizations to continually assess their IT services against new innovations, strategic business objectives, industry standards, and current industry trends to develop an ideal future state model.

Figure 7: The GWA Innovation Delivery Framework



Source: Global Workspace Alliance

Projects and initiatives designed to address gaps between the current and future state models are collaboratively identified and prioritized based on the needs of the business and potential return on investment; the result is an innovation roadmap that supports customers' goals.

Appendix

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Ovum Consulting

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