

## IDC PERSPECTIVE

# Buyer Case Study: Transforming the Digital Workplace at Mondelez International

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## EXECUTIVE SNAPSHOT

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### FIGURE 1

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#### Transforming the Digital Workplace at Mondelez International

This IDC Market Perspective is an excellent example of a multinational organization, Mondelez International, transforming its digital workplace. This paper describes their partnership with HCL for managed workplace services and the outcomes and achievements to date.

#### Key Takeaways

- Mondelez International is one of largest snack company in the world. The company is making a strategic shift to strengthen their position at the top and deliver sustained growth in the years ahead.
- As part of Mondelez' ambitious digital transformation strategy, their global digital workplace team has brought about IT consolidation, standardization and cost control across their end user computing stack. Its management and support was awarded to HCL.
- HCL's UserFirst solution brings together helpdesk and on-site support services to a customer base of over 72,000 users at present. Their managed services approach combines intelligent automation with insightful analytics, which is effectively helping drive employee experience and improve the bottom line at Mondelez.

#### Recommended Actions

- Invest in an intelligent digital workplace platform that delivers superior employee experience.
- If you decide to outsource the management of your digital workplace, be clear on the business objectives. Replace the language of help desk tickets and support with the question "What outcome do you want to achieve?".
- Use real-time help desk dashboards and intelligent analytics to optimize IT assets to the individual needs of employees. Use automation and AI for self-service helpdesk and incident management and prevention.
- Perform end user satisfaction surveys on a regular basis. Extensive engagement with users is critical to support the technology change, to enable them to adjust their ways of working.
- Partner with trusted IT vendors that are future proof and can scale to the growing needs of your business.

Source: IDC, 2019

## SITUATION OVERVIEW

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### Targeting Business Growth, Customer Focus, and Agility

Mondelez International is one of the largest snacking companies in the world. Headquartered in Deerfield, Illinois, the company has operations in 165 countries and 107,000 employees.

Mondelez's portfolio includes many of the world's best-known confectionary brands (Cadbury and Milka chocolates; Oreo, LU, and Nabisco biscuits; Tang powdered beverages; and Trident gum). It is reportedly the largest maker of chocolate, biscuits, and candy in the world, and the second-largest maker of gum.

In the past few years the company has made a strategic shift to strengthen its position at the top and deliver sustained growth in the years ahead. Its CEO, Dirk Van de Put, was appointed in August 2017 and under a new tagline – "Snacking made right – the right snack, for the right moment, made the right way" – he rolled out Mondelez's new strategic transformation plan. Van de Put's growth strategy was centered around three priorities (see Figure 2):

- **Accelerating consumer growth:** This has involved the development of digital platforms, the creation of the "SnackFutures" product family, and efforts to give greater brand power to the regions for local commercial expertise.
- **Driving operational excellence:** This focuses on continuous improvement of day-to-day operations across all business functions (supply chain, IT, etc.) and cost discipline. This has involved the creation of centers of excellence, IT consolidation, and economies of scale.
- **Building a winning growth culture:** This has involved organizational and cultural change, enabling the company to move with greater speed and agility and keep pace with customer requirements in different geographies.

FIGURE 2

## Mondelez New Business Strategy



Source: IDC, 2019

To propel its business growth plans, Mondelez set out an ambitious digital transformation strategy in 2017. Under the leadership of its CTO and Digital Transformation Lead Hernan Tabah, the company is bringing up to speed and modernizing its dated IT infrastructure with an entire set of transformation initiatives including SDN, cloud, and security, and significant investments in ecommerce. For the latter, Mondelez expects online retail sales to reach \$1 billion by 2020, from \$100 million in 2015.

### Modernizing the Global Digital Workplace

Mondelez had a fragmented and local workplace team that was complex and costly to run. Hardware (PCs, printers, mobile phones, etc.), software, and services were procured, managed, and supported at the country level. Since 2015, the company has been steadily evolving to regional and global teams. A significant shift in its end-user computing services was recently completed and transformed to a global team. This bold move didn't take away all local IT management roles but entailed a considerable reorganization, grouping small countries in geographical clusters of subregions.

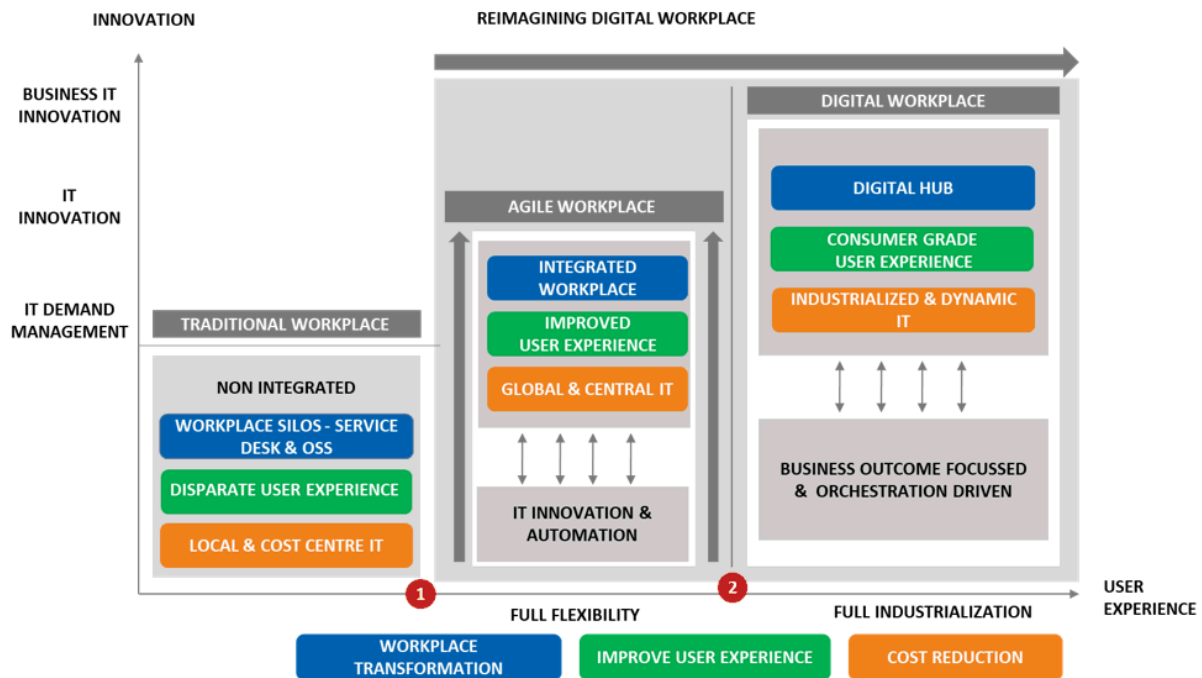
Mondelez evolved to a fully globally owned Digital Workplace team, under the leadership of Jyotin Shah. Shah was tasked to bring IT support consolidation, standardization, and cost control across the entire EUC stack. Its next task was to hand over the management and support of its end-user computing environment, in the hands of 34 IT partners, to a single IT service provider. After much deliberation and competitive bidding, the company chose HCL Technologies in 2018.

HCL was already a regional partner, operating in 16 European countries and providing onsite support services. Its new global appointment involved reimagining the digital workplace for

Mondelez (see Figure 3) by modernizing helpdesk services, and globally managing onsite services, ITSM and EUC technologies, all under a single centralized operating model.

**FIGURE 3**

### Reimagined the Digital Workplace for Mondelez



Source: HCL, 2019

### UserFirst Managed Workplace Services

HCL's workplace managed services for Mondelez were branded "UserFirst," clearly denoting their end-user experience focus. UserFirst brings together ITSM, EUC technologies, helpdesk and onsite support services, and currently has a customer base of over 72,000 users worldwide.

IT outsourcing has become of strategic importance for IT departments, and it is no exception for Mondelez. In-house managed workplace services are an often-frustrating process not only for employees but also for IT professionals, who spend most of their time resolving problems due to their high volume of tickets and inefficient processes.

HCL uses convergence of social, mobile, analytics, cognition, and cloud for its "Smart Digital Workplace Model." The company's objective was to transform traditional offices at Mondelez into a collaborative, productive, secure, and digital workplace.

HCL's UserFirst vision for Mondelez rests on three core interconnected premises:

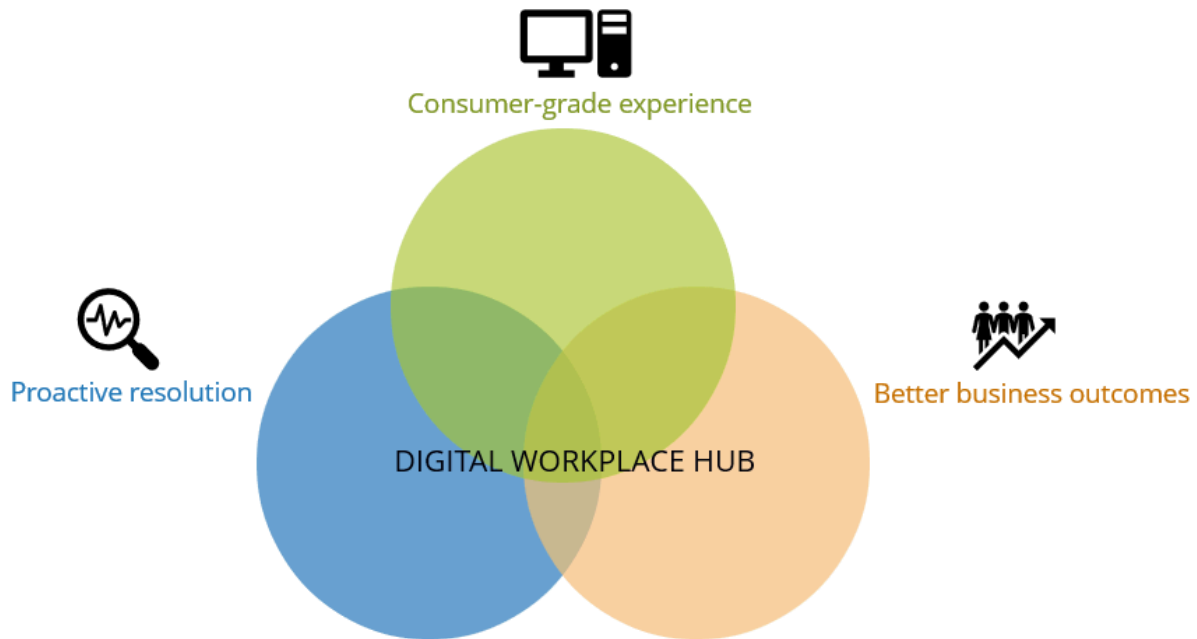
1. **Contextualized user support:** It empowers helpdesk support with context-driven personalized solutions that are omni-channel, ensure minimum intervention, and make user experience as seamless and frictionless as possible.
2. **Proactive resolution:** It makes use of advanced analytics and automation technologies to proactively detect, diagnose, and address problems before they even occur. This approach

is a shift from the traditional reactive, ticket-based model to a more proactive, business aligned manner.

3. **Business-oriented outcomes:** Was the interaction with the employee easier, faster, and more effective? This impacts end-user satisfaction in the workplace as employees become more productive. Leveraging intelligent analytics can help to customize IT resources (hardware, apps, etc.) to the individual needs of employees, generating cost savings.

## FIGURE 4

### UserFirst Vision: The Digital Workplace Hub



Source: HCL, 2019

UserFirst is transforming Mondelez's IT service desk, and the following digital workplace solutions have been implemented to date:

- MIA, its intelligent helpdesk chatbot
- PC Health
- Fix My PC

#### MIA – The Intelligent Helpdesk Chatbot

Mondelez's intelligent assistant, MIA, based on HCL DRYICE Lucy, has been rapidly adopted since its launch in May this year and currently deals with 20% of helpdesk tickets. MIA can speak in a few languages, and more will be added soon.

MIA has changed Mondelez's IT helpdesk, transforming manual and time-intensive workflows into streamlined, automated operations. MIA, which is available 24 hours a day, 365 days a year, becomes the first line of response for level 0 support, replacing human phone agents. It can handle complex queries and provide employees with simple solutions to common tech problems. MIA offers a number of benefits for both users and IT professionals:

- It has significantly reduced the average helpdesk response time for end users.

- It has enhanced IT professionals' efficiency by reducing repetitive tickets and enabling them to focus on more critical issues.
- Having access to wikis, best practices, and user guides, it has helped end users to resolve issues quickly without having to open helpdesk tickets.

MIA will soon be integrated in ServiceNow, which is scheduled for deployment from December 2019. ServiceNow will help to streamline helpdesk workflows, by opening tickets or providing status on existing tickets in case the query was not resolved in the MIA chat interaction.

In the not too distant future, MIA can be transformed into an enterprise helpdesk service chat platform and go beyond IT to include business services such as procurement and possibly travel, business expenses, and even HR queries.

### **PC Health – Intelligent PC Analytics**

PC Health is based on HCL's WorkBlaze: User Experience Monitoring. The solution monitors endpoints and proactively identifies anomalies before they cause work disruption. It can also detect problems and issues in the adoption of technology for better end-user experiences.

PC Health helps with user profiling, optimizing the workplace stack for different personas.

### **Fix My PC – Self-Help, Self-Heal**

Fix My PC is a one stop shop which aggregates multiple solutions and empowers end users with self-help and self-heal capabilities. The solution is built on HCL's DRYiCE OptiBot automation framework. It essentially minimizes calls to the IT support function by pre-emptively resolving various commonly occurring issues through unassisted automation.

All these tools – MIA, PC Health, and Fix My PC – deliver better end-user experiences and ensure productive and happy Mondelez employees.

### ***Change Management Program***

The success or failure of Mondelez's Digital Workplace depends entirely on user adoption and overall employee sentiment toward the solution – is it end-user friendly? Does it help to get my job done? Does it deliver business value? Given the global workforce of the company, and the different business cultures across regions – the U.S. versus China versus Europe versus India, for example – a change management program was rolled out across its entire organization.

A dedicated change management team was hired that understood end users and their needs and provided an extensive training and communication program in 16 languages. The team successfully drove employee adoption of technology with the support of champions and influencers.

Mondelez maintains a permanent technology adoption team as part of the Digital Workplace team that helps its users become comfortable with using productivity tools in a secure manner.

### **Measuring Business Outcomes**

Mondelez's partnership with HCL has been a success. Customer satisfaction – tracked through its CSAT score – has rocketed to 94% from 78% last year. But the benefits are not only felt among end users – the solution is also helping IT departments to evolve from a cost center to a revenue and innovation driver, in alignment with Van de Put's growth strategy. First-call resolution (FCR), for example, has increased to 88% from 78% last year, significantly reducing the labor required per ticket and freeing up support agents' time for other critical work.

Figure 5 shows some examples of operational efficiencies achieved with UserFirst across the solution portfolio.

## FIGURE 5

### Some Examples of the Business Impact

Remediation	Hours Saved
330 proactive incidents of "blue screen of death" (BSOD)	500 hours <sup>1</sup>
650 machines with memory upgraded (proactively)	108 hours/day <sup>2</sup>
2,000 executions of "Fix My PC" by end users	300 hours <sup>3</sup>
3% of service desk calls using remote solutions	1,600 hours <sup>4</sup>

Notes:

1. Assumption: ticket logging time + calling service desk + wait time for online single submission = 90 minutes
2. Assumption: 10 minutes of overall productivity gain per day
3. Assumption: 10 minutes of service desk average handling time
4. Assumption: 9,000 incidents/month at the desk; online single submission with an average time of resolution of 90 minutes

Source: Mondelez, 2019

## ADVICE FOR THE TECHNOLOGY BUYER

Mondelez International and HCL have conducted a successful workplace transformation project and have learnt lessons that can be useful to others embarking on similar projects. These include:

- Invest in an intelligent digital workplace platform that delivers superior employee experience.
- Be clear on the business objectives if you decide to outsource the management of your digital workplace. Replace the language of helpdesk tickets and support with the question what outcome do you want to achieve?
- Use real-time helpdesk dashboards and intelligent analytics to optimize IT assets to the individual needs of employees. Use automation and AI for self-service helpdesk and incident management and prevention.
- Carry out regular end-user satisfaction surveys. Extensive engagement with users is critical to support the technology change, to enable them to adjust their ways of working.
- Partner with trusted IT vendors that are future proof and can scale to the growing needs of your business.

## LEARN MORE

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### Related Research

- *Workplace Transformation Initiatives: A Deep Dive on Spain* (IDC #EUR145368019, August 2019)
- *Fischer & Kern Solutions for Smarter Office Workplaces* (IDC #EUR145264519, June 2019).
- *What is Employee Experience? A European View* (IDC #EUR145077019, May 2019)
- *IDC MaturityScape: The Future of Work 1.0* (IDC #US44752519, March 2019)
- *Becoming A Future of Work Determined Organization* (IDC #EMEA44869019, February 2019)
- *Talent Sourcing in the Digital Era: Different Approaches to Diversified Needs* (IDC #EMEA44141718, August 2018)

### Synopsis

This IDC Market Perspective is an excellent example of a multinational organization, Mondelez International, transforming its digital workplace. The document describes its partnership with HCL for managed workplace services and the outcomes and achievements to date.

"The digital workplace is by far the technology solution with the broadest impact on how employees get their work done," said Angela Salmeron, European Future of Work Lead, IDC. "Companies should evaluate very carefully their technology partners and ensure their future-proof capabilities are matched with compelling business outcomes."



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