

## 1 Maximizing Value



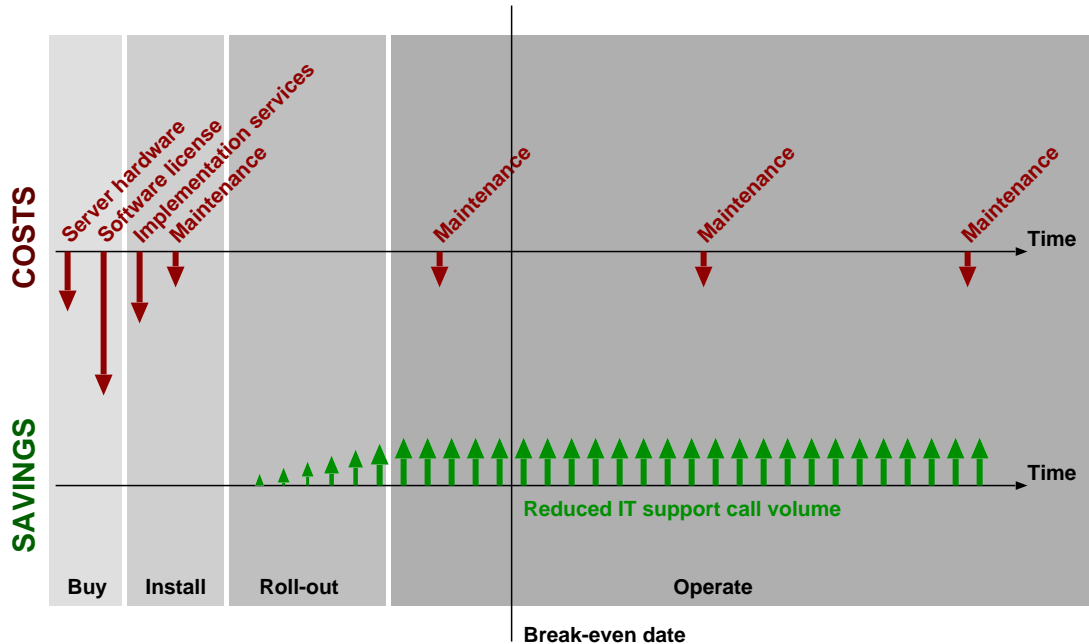
**Managing the User Lifecycle  
Across On-Premises and  
Cloud-Hosted Applications**

*Getting value from Hitachi ID Password Manager by improving user adoption.*

## 2 Economics of self-service

## 2.1 Cost/savings timeline

Costs are primarily up-front, savings accrue over time.

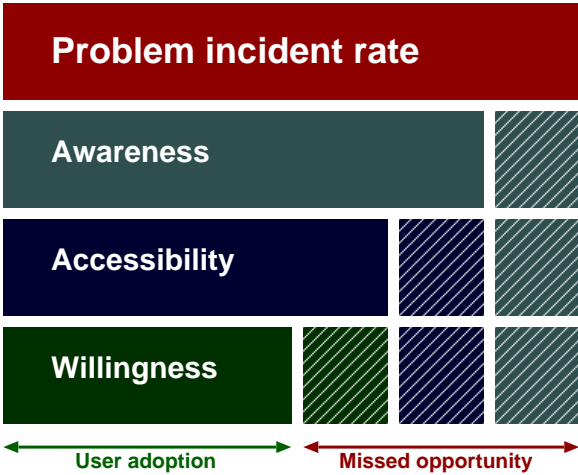


## 2.2 User productivity

- For every \$1 in cost savings at the help desk, there are usually \$2 in productivity improvements for users.
- Productivity does not appear in a tidy line-item in a single departmental budget.
- Productivity is hard to measure – did the user just have a coffee with the time we saved?
- Most organizations are unable to use improved productivity to justify investments in service automation, but users should nonetheless be told that this is one of the expected outcomes.

### 2.3 Maximizing return

- To get results, users must adopt self-service instead of calling the help desk.
- Maximizing user adoption is key to higher, earlier ROI.



## 3 Engaging users

### 3.1 Critical to success

Awareness	Users must <i>know</i> about the solution before they can be expected to use it.
Accessibility	Users must <i>be able</i> to use the solution or they will have to revert to calling the help desk.
Willingness	Users must <i>want</i> to use the solution or they will tend to do what they have always done before.

*It's essential optimize all three.*

### 3.2 Awareness: user enrollment

<b>Fail</b>	Install the software and hope for the best.	Users have no idea..
<b>Poor</b>	Send a single mail-blast to all users once the system is up.	Is it SPAM?
<b>OK</b>	Send a single, personalized e-mail to every user once the system is up.	What about new hires?
<b>Good</b>	Send personalized reminders to every user with an incomplete profile.	Easy to ignore.
<b>Very good</b>	Automatically open an enrollment UI when users sign into the network.	Hard to ignore.
<b>Excellent</b>	Force non-responsive users to complete their profiles before they can use their PC.	Impossible to ignore.

### 3.3 Accessibility: password reset

<b>OK</b>	Publish a web UI.	Locked-out or mobile users can't get to it!
<b>Good</b>	Secure kiosk account – login as "help" with no password to launch kiosk-style UI from login prompt.	Users need to know to do this.
<b>Very good</b>	Add an "I forgot" button to the login screen.	Available when needed.
<b>Excellent</b>	Modify login error messages to link to SSPR.	Harder to miss.
<b>Good</b>	Enable SSPR via telephone at the help desk phone number.	Some users like to call or need to fix their VPN.
<b>Excellent</b>	Enable SSPR over temporary VPN for mobile users.	Password reset for cached credentials is hard!

### 3.4 Willingness: motivate users to comply

- Users will only change their behavior if they have a good reason to do so.
- Incentives:
  - Prizes, contests to get users enrolled.
  - Improved user service – e.g., easier to fix a password problem.
  - Fewer passwords to manage – e.g., synchronized.
  - Make security question enrollment a routine part of performance reviews.
- Dis-incentives:
  - After self-service is available, make password-support calls take longer at the help desk.
  - Charge-back for assisted service, but not for self-service.
- Always explain why the process is changing:
  - "We are automating password resets, so that they are easier to do and available 24x7. Here's what you'll have to do..."

## 4 Best practices

### 4.1 Engage users

- E-mail invitations and reminders to get users to enroll.
- Web popups for users who failed to respond to e-mail.
- Forced enrollment if management approves (e.g., after 2 e-mails and 3 web popups).

### 4.2 Make it hard to miss

- Add a link to password management to the Intranet.
- Add a link to password reset to application login screens.
- Add a button for password reset to workstation login screens.
- Modify error dialogs to link to password reset.

### 4.3 User awareness and education

- Remind users of the benefits of the system through personalized e-mails.
- Provide help pages tailored to your deployment.
- Explain the benefits to both users and IT support.
- Record and publish movies showing how the system is used.

### 4.4 Incentives and dis-incentives

- Synchronize passwords – users are motivated by fewer passwords to remember.
- Implement promotional campaigns, prizes, etc. for enrollment.
- Integrate enrollment with the new-hire onboarding process and with performance reviews.
- Make users wait for service if they call the help desk – and play back a recording about self-service.

## 4.5 Control invitations

- If the system invites 10,000 users to enroll on a single day:
  - 5,000 of them might try to sign in at the same time.
  - 500 of them might call the help desk for assistance.
  - The help desk will have a record call volume!
- To avoid this:
  - Limit the invitations sent per day (e.g., 500).
  - Limit the frequency of invitations per user (e.g., weekly).
  - Avoid sending invitations on weekends and holidays.

## 5 Pitfalls to avoid

### 5.1 Just SSPR for AD via web

*Implement a simple web application for self-service password reset (SSPR) on Active Directory.*

- Users expect more:
  - Password synchronization between AD and their various other passwords.
  - Access to SSPR from their locked out workstation login screen.
  - Advanced features such as smart card PIN reset and hard disk key recovery.
- Failing to meet user expectations inevitably leads to project failure.

### 5.2 Expecting users to volunteer

*Without executive sponsorship, some projects fail to implement a system that proactively invites users to enroll and use the system.*

- Users never volunteer!
  - If the system does not repeatedly remind users to enroll, then it is certain that enrollment and adoption rates will approach zero.
  - No user adoption == no value.
- Inviting users to complete their profile is mandatory!
- Getting an executive mandate is an important step early in the project!

### 5.3 Password reset but no synchronization

*Enabling users to reset forgotten passwords but not synchronizing passwords.*

- Users have too many passwords – help them!
- Users with fewer passwords to remember have fewer password problems.
- Users will ignore the system if it does not offer them value. Fewer passwords is value for users!
- Synchronization means as many integrations as possible. Maximize the value for users!
- If you give users something, they will respond by increasing user adoption and ROI.

## 5.4 Web-only user interface

*It's easy to offer password reset from a web browser and it's hard to extend this service to the login prompt.*

- About 40% of password problems are due to users who cannot sign into their workstation. ROI is severely impacted if this problem is not automated!
- A smaller number of problems is due to mobile users who are locked out, but the impact on users is very expensive!
- It is essential to provide SSPR to locked out users, via telephone, secure kiosk account, GINA service or Credential Provider.
- In many organizations, it is even more important to provide SSPR to users who are away from the office.

## 6 Effective project management

### 6.1 Clear objectives

- Users respond better when they know *why*, not just *what*.
- Different objectives will dictate different strategies:
  - Regulatory compliance: mandatory enrollment/use
  - Cost savings: urge users to enroll
  - Improved user service: advise users of availability
- Having executive sponsorship helps both during deployment (to motivate system owners / administrators) and during roll-out (to motivate user adoption).

### 6.2 Measure cost savings

- Measure baseline and ongoing variables, to:
  - Quantify project successes.
  - Identify and respond to problem areas.
- Useful variables to track:
  - Total number of users in the organization.
  - Number of enrolled users.
  - Rates of successful and failed self-service logins.
  - Rates of successful and failed password synchronization attempts.
  - Rates of successful and failed self-service password reset attempts.
  - Rates of successful and failed assisted password reset attempts.
  - Average duration of a user session performing self-service password reset.
  - Average duration of a support analyst session performing assisted password reset.

## 7 Realistic goals

Users enrolled	<b>90%</b>
Users taking advantage of password synchronization	<b>100%</b>
Problem incidents eliminated through password synchronization	<b>75%</b>
Users taking advantage of self-service password reset	<b>60%</b>
Total call volume reduction $(100-75%) \times (100-60\%)$	<b>90%</b>

## 8 Summary

- Users don't magically cooperate – a plan is needed to drive adoption.
- Executive sponsorship, effective communication, a friendly and pervasive system all contribute to a successful project.
- Over 90% of password-related help desk calls can be eliminated in a well managed project.