



A JOURNEY TO IT SERVICE DESK EXCELLENCE

Abstract

Megha Karmakar, a senior leader at a large commercial bank in the US, knew her IT service desk needed to be modernized. Megha, responsible for ensuring uninterrupted IT services for thousands of employees and business users, found an able and willing partner for the job at Infosys BPM. This case details the story of how a team from Infosys BPM transformed the creaking service desk, buckling under its legacy processes, from a reactive support function into a proactive, data-driven one.



Potholes and speedbumps

At a large commercial bank with hundreds of branches across the US, the IT service desk which supported close to 8,000 employees and business users, had been buckling under numerous operational challenges for long. Megha Karmakar, a senior leader at the bank responsible for overseeing the service desk's operations, had decided to set things right and improve performance to ensure business continuity for the bank's workforce.

Megha did not see an easy road ahead. In addition to the desk's First Contact Resolution (FCR) rates being low, the resolutions provided by her personnel were generally inconsistent, and reporting

accuracy was poor. Overall, the service quality left a lot to be desired. Reviewing the dismal situation, Megha soon discovered a long list of problems she would have to solve.

To start with, the service desk had a high dependency on tickets, a significant percentage of which required manual support. In addition, many of these tickets related to repetitive requests — such as mainframe password reset — greatly increasing the staff's workload. Megha also discovered that because knowledge management practices had not matured, the team's knowledge base repositories were deficient, and they spent a lot of time

researching the repetitive issues. Then, the sore lack of standardization of processes, support notes, and ticket documentation only made matters worse, and with several incidents requiring Level 2 intervention.

Ultimately, with the IT service desk's delayed issue resolutions seriously affecting the bank's productivity, Megha realized that the best way forward would be to bring in transformation through an experienced service provider with solid expertise. After a long search, she finally selected Infosys BPM because of its extensive experience in IT service management, banking operations, process optimization, and global delivery.

Doing the groundwork

Once the Infosys BPM team came on board, Megha spent a lot of time with Melissa Philip who headed the team, outlining her service desk's challenges and stressing the need to quickly increase operational

efficiency. She also laid out a clear set of goals. She expected Melissa and her team to standardize her support processes, improve employee satisfaction, and reduce costs. In addition, she mandated them to enhance

automation and self-service capabilities, introduce continuous improvement initiatives, and establish a digital command center to enable data-driven service management.

Approach Summary



To accomplish all these goals, Melissa deployed a structured transformation approach. She first set her team to assess the service desk's operating environment and process maturity. To do this, the team carried out in-depth studies of support trends, ticket categories, recurring issues, and major workload drivers. Soon they had a clear picture of the extant challenges that Megha had briefed them on. They also discovered that limited shift-left opportunities had impacted operational efficiency, reporting was fragmented and reactive, and the lack of near real-time operational insights had impacted leadership decision-making.

Then, they rolled up their sleeves and got down to the actual work of transformation. First, to improve the operational visibility, Melissa and her team leveraged Power

BI and ServiceNow reporting to develop Digital Command Center for near real-time monitoring of operations. Later, after reviewing the existing knowledge repositories, they created 183 new articles for knowledge base for greater support consistency and resolution speed and also instituted better knowledge management practices.

Next up was a shift-left transformation to move the IT support closer to the end-user. For this, Melissa identified tasks and activities suitable for Level 1 resolution, such as authentication app resets, software installations, and driver-related support, and migrated them from Level 2 teams. Also, to optimize the new processes, the team standardized the ticket handling and documentation practices and enhanced the incident management processes.

Melissa then created visual training materials and video-based learning content, to better enable the workforce, accelerate onboarding, and reduce ramp-up time for new personnel hires.

Right at the beginning, Melissa and the team had realized that the service desk's high-ticket dependency was due to underutilization of automation and self-service. So, after evaluating the opportunities to implement more automation, they deployed more virtual assistants and enhanced the capabilities of the existing bots by expanding their automated customer query coverage. Finally, adopting a philosophy of continuous improvements, they implemented ServiceNow enhancements, monitored KPIs regularly, and established a culture of ongoing optimization.

Service with the speed of automation

When Megha reviewed the outcomes of their partnership, she found that Melissa had completely transformed the service desk from a reactive support function into

a proactive, data-driven operation. Service performance had improved greatly with FCR rates increasing from 73% to 96%, and the escalations which were routine earlier had

dramatically reduced to 0% with the team now consistently achieving all their service targets and maintaining zero backlogs.

Key benefits



96% FCR rates



96% C-sat scores



0% escalation and zero backlogs



25% bot response capability



60% bot resolution effectiveness



20% reduction in monthly tickets

Much of these operational efficiency gains came from Melissa's shift-left model which had reduced dependency on the higher support tiers, significantly reduced manual effort and brought in improved workforce productivity. The team's work on enhancing automation too paid rich dividends with bot response capability increasing from 5% to 25% and bot resolution effectiveness improving from 5% to 60%. Thus, ticket volumes reduced from approximately 5,000+ to 4,000 per month, with zero backlogs maintained for the past year.

Megha was also delighted that the faster issue resolution had greatly improved customer experience with the service desk maintaining C-sat scores above 96% for over a year. Moreover, the transformed service desk now offered enhanced decision-making ability through its operational dashboards, greater visibility into the service health, and improved governance and reporting, all of which delivered numerous strategic benefits.

In the end, the Infosys BPM team's successful transformation of Megha's

massive service desk operations, positioned her as a key contributor to the bank's operational excellence and earned her much recognition from its leadership. Now viewed as a champion of digital transformation, service modernization, and experience improvement, Megha was soon given the opportunity to expand the bank's modernization efforts and lead enterprise-wide service improvement programs. Needless to say, Melissa and her team stand ready to support her through all these future journeys of transformation.

**Names have been altered to preserve the identities of the people involved.*

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