



DELIVERING LETTERS AND SMILES

Abstract

Outsourcing partnerships can falter when service delivery fails to meet expectations—something Emma Johansen, Head of the IT Service Desk at a national postal carrier in Europe, experienced firsthand. However, her decision to transition to a new service provider, Infosys BPM, as part of a broader technology modernization program proved transformative. With a newly established team, reengineered processes, and a collaborative leadership approach, the service desk evolved into a high-performing function, ultimately achieving customer satisfaction scores of 87%.



When change brings more change

Emma Johansen, Head of the IT Service Desk at a national postal carrier in Europe, found herself at a critical juncture. With the contract of their long-standing outsourcing partner nearing its end, the organization

was looking for a provider who could not only deliver cost efficiencies but also support a larger technology transformation agenda.

Following a global RFP, Emma onboarded

Infosys BPM on a four-year contract. This marked the beginning of a significant transition—one that she would navigate in close collaboration with Pallavi Qureshi, Infosys BPM's account manager.

Coping, fixing, and overcoming the change

Emma outlined the challenges she had faced with the previous provider, along with the complexities introduced by ongoing technology upgrades. Recognizing the need for a seamless transition, Pallavi worked closely with Emma to ramp up a new team while ensuring operational continuity.

At a critical point during the transition, an opportunity emerged that strengthened this effort further. The outgoing provider's Service Delivery Manager, Grace, expressed interest in continuing with the service desk. Pallavi brought her into the Infosys

BPM team, recognizing the value of her deep contextual knowledge. Together, Pallavi and Grace combined fresh processes with institutional experience, providing both stability and continuity during the transition.

Approach Summary

-  Reimagining training frameworks from the ground up
-  Rebuilding and updating the knowledge base
-  Enhancing the ticketing system (ServiceNow)
-  Introducing mechanisms to ensure real-time case updates
-  Redesigning work shifts for optimal coverage
-  Developing an SLA calculator for proactive performance monitoring



With the team in place, Pallavi and Grace focused on building a strong operational foundation. One of the immediate gaps was the absence of structured training materials. While some documentation was available from the previous provider, most of the training framework needed to be created from scratch.

Grace led the development of new training modules tailored to the account's requirements, incorporating business context and region-specific customer handling practices. At the same time, Pallavi ensured that the training aligned with Infosys BPM's delivery standards, introducing consistency, structure, and scalability.

In parallel, they addressed the limitations of the existing knowledge base. Many articles carried broken links and outdated references from the previous provider's systems. Working together, they prioritized

critical articles for revision while aligning the knowledge base with new tools and resolver groups. This ensured that subsequent batches of hires were better equipped to deliver consistent support.

The team also faced the challenge of operating under tighter SLAs while adapting to a newly implemented ServiceNow platform. However, the platform had been deployed as an out-of-the-box solution, with limited alignment to the service desk's operational needs.

To address this, Pallavi brought in Infosys' GuideVision consultants, orchestrating collaboration between the client, the consultants, and the service desk team. Together, they designed tailored reporting frameworks and introduced enhancements that improved the platform's usability and reporting capabilities. Grace worked closely with subject matter experts to translate operational requirements into

practical solutions, while Pallavi ensured stakeholder alignment and drove approvals with leadership.

Over the first six months, this collaboration led to several improvements in ServiceNow functionality, making it more effective for both the service desk and the broader organization.

To support 24/7 operations, Pallavi and Grace also redesigned the service desk's shift model to align with demand patterns and maximize coverage during peak hours. In addition, they introduced a dynamic SLA tracking mechanism, including an SLA calculator that enabled real-time performance monitoring—allowing teams to respond proactively rather than react at the end of the month.

When change brings more smiles

Emma soon began to see the results of this transformation. Despite ongoing technological changes, the service desk stabilized and started delivering consistent, high-quality support. The partnership she

built with Pallavi and Grace played a key role in driving these outcomes. Through a combination of improved training, process enhancements, and

system optimization, the team streamlined operations and reduced the service desk's headcount from 23 to 18—without impacting service quality.

Key benefits



The collaborative leadership approach also had a positive impact on team morale and retention. With clearer processes, better training, and stronger frontline support, attrition fell sharply within a year—well below industry benchmarks.

Building on this momentum, the team leveraged newly upgraded

telecommunications systems to further enhance customer experience. They introduced post-call surveys to measure satisfaction, implemented callback options during peak volumes, and enabled self-service password reset features. These enhancements reduced agent workload while improving responsiveness and user

convenience.

It was therefore not surprising that customer satisfaction scores climbed steadily, reaching 87% shortly after the transition. Recognizing the value delivered, Emma extended the engagement and continues to look forward to further improvements in service performance.

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

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