



# GOING WAY BEYOND MERE LIP SERVICE

## Abstract

Jason Adams, Head of IT Services Delivery at a global leader in the production and distribution of food and beverages – had his work cut out for him. The company's IT service desk, with its fragmented operations across geographies, was facing the challenge of sub-optimal experience and a high volume of repeat calls from unsatisfied users, and Jason sought Infosys BPM's support for consolidation and transformation. This case details how a team of Infosys BPM experts offshored Jason's service desk operations, ironed out process bottlenecks, and delivered service excellence. The results? A substantial reduction in manual effort by 90% with improved handling times and 40% reduced tickets, while enabling overall savings of over \$1.2 Mn in monthly costs.



## Seeking help for the helpdesk

Jason Adams is the Head of IT Services Delivery at a global leader in the production and distribution of food and beverage products.

Their IT service desk had fragmented manual processes across the multiple geographies it operated in, with non-standardised operating procedures for resolving the various IT challenges faced by the company's staff and vendors. As a result, service desk personnel had to spend a lot of time digging through different

knowledge base articles to find solutions to problems, which affected their efficiency. This led to a high backlog of 20% for the monthly volumes of 12k tickets, sub-optimal user experience, and more than 5% reopened tickets. Moreover, there were high volumes of calls to the service desk — over 8k each month — with ~10% of them being repeat calls by unsatisfied users.

In 2021, Jason decided to address the lack of service desk efficiencies through outsourcing their operations to an expert

partner, and after thorough due diligence, onboarded Infosys BPM. The RFP process highlighted the outstanding capabilities of Infosys BPM in comparison to other service providers. And so, Jason felt confident in the skills brought to the table by the Infosys BPM team headed by Ritika Sharma, a veteran transformation specialist. In December 2021, once the new team was oriented, Jason shared his concerns, and accordingly mandated Ritika and her team to consolidate, offshore, and transform.

## A recipe for transformation success...

Ritika first tasked her team to begin a detailed examination of the nuts and bolts of the service desk operations with a view to identify the process bottlenecks. The team soon reported back with several findings. Service desk personnel were

manually documenting their calls with users which increased their call handling time by an average of 2 minutes. The personnel also reported difficulties in searching through the knowledge base for appropriate help articles due to the

extensive search criteria they had to feed in. Furthermore, the articles were neither user friendly nor interactive, thus diminishing their usefulness.

### Approach summary



Ritika also found that ~2.5% of the service tickets were being mis-routed to the wrong personnel, and on examining call records, found a lack of probing and information gathering efforts. Also, apart from the high 5% of repeat callers, she discovered that many of the calls had long hold times – sometimes extending up to 25 minutes – as staff searched for help files, leading to sub-optimal customer experience. Lastly, the service desk lacked a systematic performance monitoring system, having low accuracy and timeliness. All of this led to lack of consistency in reporting, and

in turn, a lack of insights on improving effectiveness.

With the challenges and problems now clearly delineated, Ritika ramped up an offshore service desk team of over 60 staff to consolidate the operations. The scope of the transition from all the fragmented geographical service desks involved baseline volumes of over ~15k calls and emails each month. Once the transition to the offshore team was completed, Ritika and her transformation team proactively started various process improvement initiatives.

The team first created a template for automatic notes in Service Now (a ticketing tool) to help the personnel easily document their service interactions and reduce the call handling time. Next, they built an interactive web-based tool using decision trees to help the service desk staff focus on the top call drivers, as well as a scenario mapping tool to help with easily searching through the knowledge base articles. Ritika also closely worked with Jason's subject matter experts to standardise processes and help reduce misrouting of tickets. Among other improvement initiatives, the team worked



on a probing questions guide to help operations personnel to ask and gather the needed information to resolve tickets easily. They also implemented a voice-based workforce management tool to monitor long calls and tardiness, and instituted smart reporting using Power BI and real-time dashboards.

Throughout the implementation of these initiatives, Jason proved to be extremely supportive. This became important during some of the rough patches in the transformation journey, such as during a few delays in project timelines due to data security constraints, multiple layers of internal approvals needed, and during a

project freeze time wherein all the change developments were put on hold due to tool maintenance. However, the strong collaboration and transparency between Ritika and Jason's teams, helped them sail through and overcome these challenges successfully.



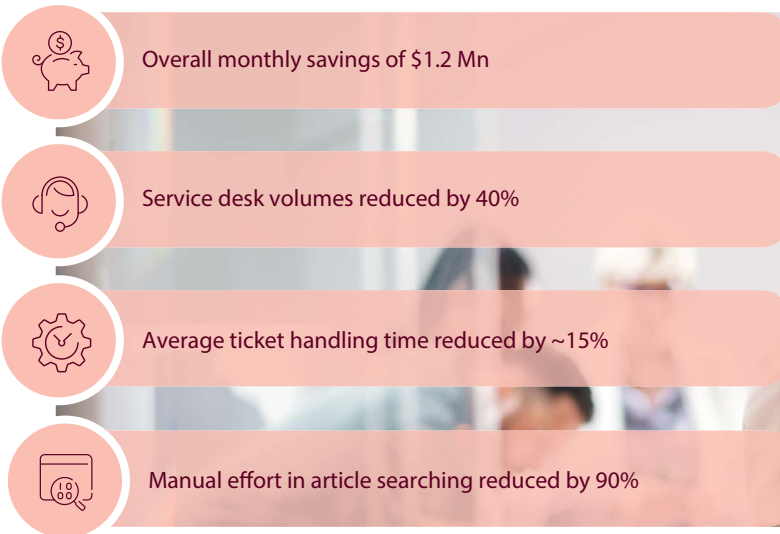
## Seamless experience, served tastefully

Jason and Ritika's hard work on their multi-pronged improvement initiatives soon paid off. The average handling time (AHT) of tickets soon reduced by ~15% with improved knowledge base search

functionality, automatic documentation of interactions, and creation of a process playbook. These improvements not only standardised the interaction notes for easy comprehension, but also eliminated

90% of the earlier effort in manually searching for help articles, and 80% of the documentation effort.

### Key benefits



The newly deployed workforce management tool also delivered superlative benefits, reducing the effort spent on the earlier manual ticket allocation by over 30% and queue monitoring by 40%, which decreased the abandon rate of tickets from 3% to 1%. Lastly, the smart reporting initiatives also eliminated over 90% of the earlier manual effort spent on report creation, with a single dashboard for a comprehensive performance view, and all reports getting published 100% on time.

When summed up, the benefits delivered by all these initiatives translated into substantial savings in cost and effort. The baseline volumes of tickets, calls, and emails to the service desk reduced by 40%, from ~15k to under 9k each month, enabling Jason to reduce the desk headcount and realise \$50k in savings each month. In addition, the overall monthly savings ultimately translated into over \$1.2 Mn. With the service desk achieving record high levels of call management performance, Jason sent out an

appreciation mail to Ritika lauding her team's unwavering dedication and commitment to excellence. He also noted how happy the leadership team was with the service desk's consistently high 95% customer satisfaction scores for 12 months straight. For Ritika and her team, Jason's appreciation is only an added impetus to continue achieving even greater milestones through innovation and consistent excellence.

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

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