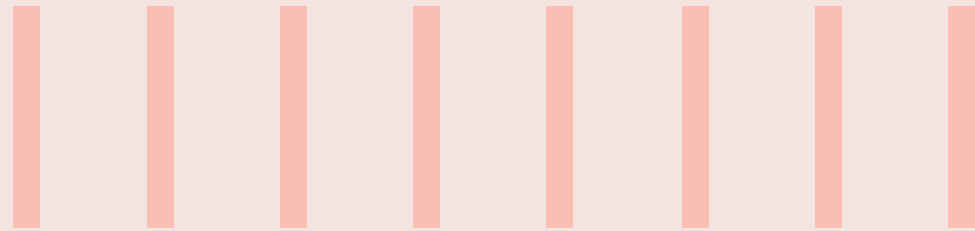




NO MORE WAITING FOR THE CALL



Abstract

Ariana Hills, the Director of the IT service desk at a global telecommunications giant discovered that embarking on a technology modernization exercise created a whole new set of problems. With long wait times and potential revenue loss at stake, their long-time offshoring partner Infosys BPM proactively stepped up to the call for optimization and delivered an award-winning transformation.



Unintended consequences at the service desk

Ariana Hills, the Director of the IT Service Desk at a global telecommunications giant, was a long-term hand at the firm. Ariana has always been enthused by her company's focus on creating incredible technology and entertainment that connected millions of people through important moments and experiences. This goal meant that Ariana's service desk team was critical to the company's business, providing 24x7 support to the IT concerns of front-line employees, vendors, and partners.

As the complexity and scale of the company's operations grew, Ariana was

troubled by the unsatisfactory data gathering and analytical capabilities of the service desk's legacy remedy platform. So, in late 2020, she decided to embark on an IT transformation journey and migrate the service desk to the more advanced ServiceNow (SNOW) tool for IT services management (ITSM). While the objective was to improve the service desk's productivity, the migration also meant that agents had to spend a lot more time capturing mandatory information relating to user requests and issues. However, this detrimentally impacted both upstream and downstream processes.

Ariana found that the change had increased the handling time for requests by 15% and decreased service quality levels with over 200 service tickets backlogs and high wait time of more than 15 minutes. These issues deteriorated the experience for the service desk users. Further, work stress had begun causing health issues within the team. Ariana realized that the productivity losses due to all these factors and the delays experienced by service desk users would lead to poor end-customer experience and potential revenue loss for the company. Ariana was dismayed, and needed a solution to turn the situation around.

Leaning in towards transformation

In 2014, the telecommunication giant had offshored part of her service desk operations through a partnership with Infosys BPM. The Infosys BPM team of 90 staff supported 150k of the organization's employees, vendors, and partners globally, handling 40,000 of their technical support tickets each month. Ariana had been closely collaborating with the Infosys BPM

team headed by James Hunt, and over the years the outsourcing partnership proved to be quite the success, delivering significant benefits.

Ariana quickly connected with James, and shared her challenges with him. Being an expert, James suggested a plan involving the comprehensive use of lean methodology. He first set up a

skilled transformation team to identify the process challenges and priorities. The team then performed a value stream mapping exercise to identify the non-value adding steps in the process. This revealed that ticket creation and troubleshooting activities were the primary contributors to the high average handling times (AHT) for tickets.

Approach summary



Ariana and James conducted workshops to come up with solutions to simplify ticket creation and trouble shooting. During these workshops, they utilized levers such as Gemba walks, waste elimination, fishbone analysis, best practices, and scamper techniques to derive several solutions that could be implemented to optimize the processes. These included identifying the 12 top call volume

categories and designing standard notes templates, leveraging ServiceNow's Auto Notes functionality, conducting trainings and awareness sessions for the agents to practice auto notes, and conducting surveys to seek agent feedback.

Initially the service desk personnel were somewhat resistant to adopt these changes to their established ways of

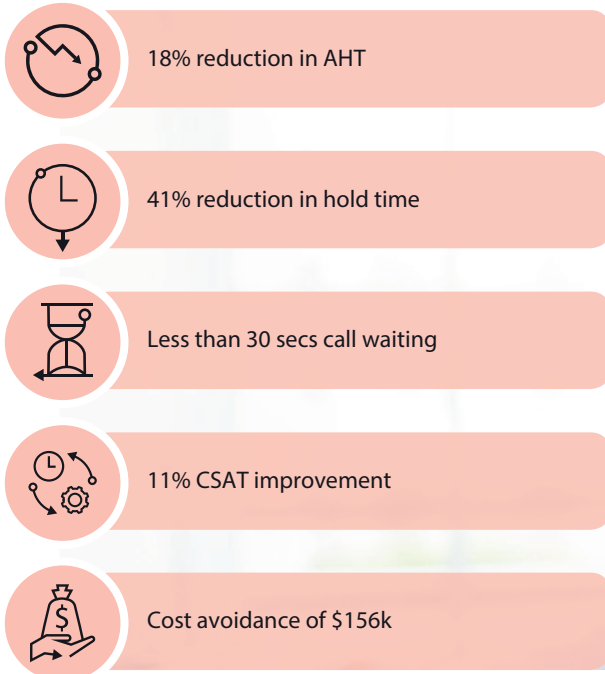
working. To overcome this hesitancy and inculcate the desired behavioral change, James rolled out agent awareness mailers, virtual trainings, and regular team meetings. He also redesigned the quality audit forms and implemented control mechanisms using digital daily management dashboards to ensure compliance.



An award-worthy transformation

Ariana and James' proactive identification of the need to improve the IT helpdesk processes and the team's application of lean methodology paid significant dividends to Ariana's organization.

Key benefits



The transformed service desk processes quickly achieved an ~20% reduction in the ticket handling time, over 40% reduction in hold time, less than 30 seconds of call waiting time, and an overall 11% improvement in CSAT. Ariana also realized that the improved operational efficiencies and end customer experience

had helped the company with a potential cost avoidance of \$156k annually. The best part was that her teams were less stressed out with much more time available for engagement activities.

For delivering such an impactful solution, Ariana received fruitful gains. The process

improvements in the company's IT service desk had been recognized with an award for lean improvements by the CII. The award win is a testament of the robust partnership, and also implies that when done right, transformation can deliver substantial benefits on all fronts.

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

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