



PUTTING THE PIECES TOGETHER

Improving efficiency and saving millions with IT Service Desk consolidation

Abstract

Alvin Schmidt, ITSM Global Manager at a German industrial engineering conglomerate, was struggling to manage its distributed service desk operations across 50 countries. When the significant lack of process standardisation translated into inconsistencies in service quality, slower response times, and fragmented user experiences, he turned to Infosys BPM for help. This case details how Infosys BPM's strategic consolidation of Alvin's service desk operations led to a 10-15% reduction in tickets, 15% faster incident resolution, and 91% user satisfaction rate, while releasing €7.2 million in savings.



The difficulties of managing scattered service

Alvin Schmidt is the Global IT Service Management (ITSM) Manager at a German multinational conglomerate specializing in industrial engineering and steel production, with a presence in over 50 countries. In this role, Alvin is responsible for managing the organisation's global service desk operations and ITSM goals, while ensuring that its services meet service level agreements (SLAs) across regions. As a part of this, he oversees a diverse team of service desk professionals via continuous monitoring and analysis of their day-to-day processes.

However, with the organisation having multiple service desks spread across 50 countries and 380 locations, Alvin would often face difficulties in oversight,

management, and coordination. Each country had its own set of processes, tools, and standards, which would often lead to cross-country inconsistencies in service quality, choppy response times, and fragmented customer experiences. Adding to these complications, the company also had regions operating without a dedicated service desk, where operations would be handled by personnel appointed via the 'key user' concept.

With the gaping inconsistencies and fragmentation across the service desk operations resulting in operational inefficiencies and increased costs, Alvin knew he needed a comprehensive standardisation solution, and he needed it quick. He soon listed his requirements

in a global RFP, calling out for a business transformation partner to help with the project. After going through a number of responses, Alvin decided to sign on to Infosys BPM for the mission, impressed with its consistent track record in similar standardisation projects. He immediately set up a series of meetings with Manish Deshpande, Infosys BPM's assigned Lead for the project. Walking him through his globally distributed service desk operations, Alvin carefully highlighted the inconsistencies and underscored his need for process transition and standardisation to bolster the company's long-term goals of digital transformation and global integration.

Moving to sturdier, larger, consolidated desks

With a clear understanding of the project's scope, Manish sat with his team of experts and studied the task at hand. Together, they analysed the service desk's operations, studied the region-wise inconsistencies, and discussed potential approaches to standardisation.

After a round of collaborative discussions with Alvin, the group collectively decided to consolidate the different operations from across regions into centralised global service desks. Alvin suggested a phased approach to the task, with the intention of avoiding any potential operational disruptions due to mishaps. Accordingly, Manish and the team picked out one region, and migrated its population to a single service desk. Happy with how the transition shaped out, Alvin gave his nod for the full-scale migration and process standardisation.

With the green signal given, Manish and his team then worked closely with Alvin and other regional executives from the engineering giant to integrate different regions into the global service desk. As the team continued with this task, they wound up consolidating the service desk operations from over 50 countries into three main service desk locations. While the effort did initially face some resistance from the regional managers during the transition, Manish was able to attain global stakeholder trust and alignment via consistent and clear communication of the broader vision.

However, due to the mismatch in transition periods across different regions, gaps were still present in managing and consolidating support across the three service desk locations. Putting their thinking caps

on, Manish and his team set straight to fine-tune the processes, resolve the issues, and consolidate support across locations through a series of activities. To start off, the team rolled out ServiceNow, a cloud-based ITSM platform, across the service desks, enabling comprehensive support for digital workplace, networking, and Service Integration and Management (SIAM) services. Then, they set up a unified escalation matrix across the board, formally designating specific service desk personnel as responsible contacts. Along with this, Manish also orchestrated a unified communication strategy throughout locations, while appointing the global service desk as the single point of contact for outages and emergency notices.

Approach Summary



Consolidated service desk operations into three global service desks



Rolled out ServiceNow platform



Developed a unified escalation matrix



Consolidated reporting activities into a single, unified dashboard



Developed system to convert certain incidents into service requests



Implemented a standardised communication strategy



Introduced IT weekly knowledge and support email campaign



Then, further refining the process flow, Manish and the team decided to set up a system to identify and convert the support tickets incorrectly raised as incidents into service requests. With the system, such tickets would now be cancelled, reclassified, and redistributed between Level 1 and Level 2 teams (as per Alvin's pre-existing workflows). Alongside this, the team worked on consolidating all reporting activities into a single, comprehensive

dashboard for streamlined decision-making. Once the reporting structure was set up, Manish worked with Alvin to optimise governance and reduce the frequency of related meetings, freeing up both time and resources for the company.

As the global service desk system matured, Manish and the team collaborated with Alvin to launch an IT knowledge and support email campaign for maximising

user engagement and efficiency. The campaign covered a shift-0 strategy that provided employees with self-help resources, support articles, and specific knowledge to better understand, categorise, and even troubleshoot common issues themselves. It also linked dedicated FAQs, pre-emptive solutions, and elaborate feedback loops, enabling continuous process improvement throughout.

Smoother operations and millions in savings

With the service desk operations consolidated into the three main locations, the company now witnessed a newfound consistency and coordination in its support

services. Overseeing the new operational structure, Alvin was glad to note remarkable improvements in operational efficiency and service quality throughout. The process

improvements facilitated better resource allocation, quicker response times, and a more consistent customer experience across all regions.

Key Benefits



Along with the operational benefits and process enhancements brought in by Manish and his team's centralisation efforts, their weekly IT support campaign also did wonders for the company. Empowering users to understand and resolve minor

issues independently, the campaign resulted in a 10-15% drop in support tickets, and 17% reduction in incidents raised every month. Consequently, since they were now receiving only accurate incident and request submissions, the service desk

could handle incidents at a 15% faster rate. Moreover, with the improved operational efficiency and fewer tickets to handle, Alvin's IT support team could now focus on improving overall service quality.

As the solution took hold, Alvin began seeing remarkable improvements in user engagement and experiences. Manish's user feedback survey showed over 91% satisfaction with the new IT support services, alongside a 50% increase in survey participation — jumping from 5% to 8%.

Users particularly valued the proactive approach of the weekly campaigns which provided them with valuable, relevant information.

Overtime, the combined operational and satisfaction gains delivered by the

streamlined, centralised service desk model translated into a €7.2 million cost saving for the organisation. Undoubtedly, the new service desk setup ended up bringing transformative outcomes for the company.



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

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