



SIMPLIFYING THE COMPLEXITY OUT OF CUSTOMER SERVICE

Abstract

James Martin, the Service Desk Head at a global automobile manufacturer, wanted to maintain uniformity in the functioning of his scattered service desk teams while improving efficiency and user satisfaction. When he enlisted Infosys BPM for the task, they transitioned ~90 teams and introduced digital access channels across two lines of business. The results earned him accolades, as Infosys BPM improved the resolution rates of over 60% of tickets to less than 24-hours, while also significantly improving global customer satisfaction (CSAT) scores to over 75%.



Of scattered teams and elusive progress

James Martin is the Customer Service Head at a global automobile manufacturer that operates multiple manufacturing plants specialising in the design, building, and selling of vehicles across the world. As part of his role, James oversees the delivery and performance of the L1 service desk and is tasked with ensuring that the global teams provided high-quality user experiences through their solutions.

To execute on this vision, he frequently assessed the performance of the service desks and developed and implemented strategies to improve their efficiency. He recognised that his team had the potential

for more, but also knew that the current team structure severely limited their abilities.

The key challenge was that the manufacturer had established multiple service desks to support various offices, plants, and dealers. Each service desk functioned differently and offered varied services based on the expectations of the business units within which they were situated. With differences abounding in their operations, James struggled to properly assess the efficiency of teams or cross-train subject matter experts. To make matters worse, the lack of support from

the IT team for adopting new technology platforms left him in a fix.

It was just a matter of time before the current scenario caused a disruption in service desk operations. In an attempt to pre-empt any such outcome which would be damaging for the company and its operations, James approached his senior management with a proposal to transition to a better system. After the necessary due diligence, Infosys BPM was chosen as the partner based on the successful long working relationship.

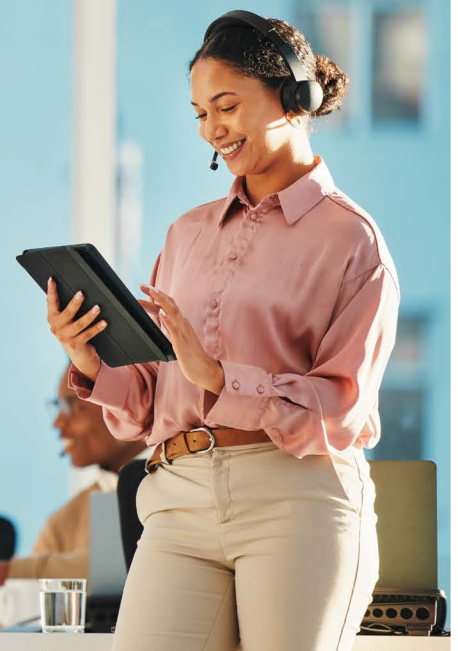
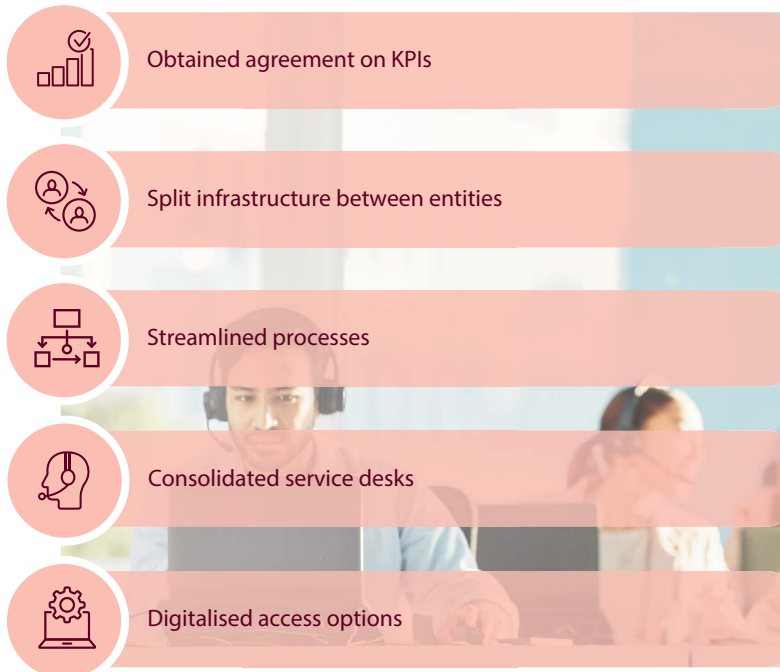
When less is more

Rachit Pal, a seasoned digital transformation expert from Infosys BPM, began working with James, who briefed him on the challenges plaguing the team and what he hoped to accomplish. To gain a comprehensive understanding of the situation, Rachit and his team of service

desk experts embarked on a detailed investigation of operations and processes. As James had explained, the Infosys BPM team observed that service desk teams were distributed across the organisation. They also noted that multiple partners operated these service desks independently, each

following their own technology landscapes, contracts, and service level agreements (SLAs) across geographies. The team was surprised when they found over 120 service desk numbers in operation for diverse services!

Approach summary



After a thorough assessment, the Infosys BPM team prepared to streamline processes and consolidate the service desks. But the dilemma was that the automobile manufacturer had recently split its business into two separate entities to more fully unlock its potential. This meant that Rachit's consolidated service desks would be responsible for not just one, but two organisations.

The split impacted several aspects of the project. The list of transformational activities initially agreed upon during the contract stage had to be revised to accommodate the priorities of both entities. Instead of one ticketing tool, Rachit and the team had to work with two SNOW ticketing tools, each with separate incident management processes. It also resulted in the split of the login domains, with unique accesses to each domain. Additionally, the team had to properly segregate access to tools and the telephony architecture for each organisation.

Another challenge was the lack of consensus on KPIs, despite a global sign-off during the contract stage. There was pressure within the organisation to adopt KPIs aligned with the business-to-government (B2G) model. At the same time, CIOs of local organisational units (OU) insisted that their service desk teams adhere to KPIs set at an OU level. This misalignment affected the target alignment at the OU level. To resolve the situation, Rachit worked with James and stakeholders from both entities to gain a consensus on KPIs and finalise other changes to the original contract before proceeding.

Finally, all agreements were in place, and Rachit's team began restructuring and standardising processes to help the service desk teams reach maximum efficiency. Initially, Rachit had planned to consolidate the scattered service desk teams into one global team. But, considering the complexity of the organisation and business units, he instructed his team to create regional service desks based on

location and language. Infosys BPM ended up transitioning a total of ~90 service desks, which were later consolidated into just over 60 desks.

After the consolidation, the manufacturer gained access to a tightly integrated global team of 800 personnel across 50 nationalities operating from Germany, India, China, the Czech Republic, and Romania. This team had the capacity to support over 270,000 users, provide remote L1 support, and handle local on-premise help desks at 11 assembly plants. They also offered round-the-clock support for over 300 applications in German, English, Spanish, Portuguese, Japanese, and Mandarin, as well as support for 16 additional languages as needed. Additionally, the service desks also included support for operating system installation, updates, and support, major incident management (MIM) support, user admin services, and much more.

Each service desk had a dedicated toll-free number, with a 24x7 command centre for

each market by region. The Infosys BPM team prioritised production plants and VIP users, providing them with specially assigned numbers, and skip-the-queue

privileges for VIP users. Moreover, the team added digital channels, allowing users to contact the service desk through chat, emails, mobile devices, as well as through

a SMART IVR. Users could also access the web portal to raise tickets or use the self-help option to resolve issues without human intervention.







Turning a new corner

To James' delight, after the completion of the consolidation efforts, the L1 service desk became a centralised point of contact for

vendors and suppliers within both entities of the organisation. He also noted that his global service desk team now processed a

staggering 1.7 Mn annual ticket volumes across all entities, besides call volumes of over 750,000.

Key benefits

-  1.7 Mn tickets successfully processed
-  Achieved 24-hour resolution rates of 70% and 63%
-  Improved global CSAT scores from 59% to 76%
-  Maintained reopened tickets below 3% target



He was also thrilled with the improvements in the same-day resolution journey, which stood out as an outstanding success story. The team could now resolve tickets within 24 hours and achieved a resolution rate of 70% and 63% for each business entity across L1, L2, and L3 support levels.

James and his team were soon celebrating another milestone and that was on customer satisfaction. On reviewing the responses to the post-consolidation

customer satisfaction (CSAT) survey, he saw that the experience of dealing with the service desk had improved significantly. The CSAT rating had risen sharply from 3.4 to 4.06, while the share of global customer satisfaction increased from 59% to 76%. The percentage of reopened tickets also remained well below the 3% target. In one of the European countries, where the corporate user help desk serves the largest user base and the headquarters, scores

climbed from 52% to 77% during the same period.

Rachit and the Infosys BPM team received appreciation from all quarters for the impressive results and skill they demonstrated in managing such a massive undertaking. James, too, earned a well-deserved promotion for his role in enhancing the service desk and now leads the overall Workplace and Service Desk delivery function.

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

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