# **CASE STUDY**



# THE HELPDESK IS CRYING OUT FOR HELP!

### Summary

When Matt Henry, the team leader who managed the IT helpdesk of one of the biggest multinational CPG company, began to notice poor user experience, he turned to Infosys BPM to overhaul the process, which resulted in faster time to resolution by 33%.





## There's something missing out there

Matt managed the IT helpdesk, which provided quick and accurate technical service for customers. During a process review, Matt discovered that ~50%, or 17,000, of self-service tickets received by the service desk (SD) were being reassigned. This resulted in increasing lead time of service desk scope tickets up to >40 hours and causing poor user experience, with an NPS of 71%. An initial study conducted by Matt revealed that the IT service desk team received at least ~33,000 self-service tickets from client employees and vendor partners, with a majority of these pertaining to IT issues. Matt was concerned that these numbers will result in poor customer service and escalation of complaints. With further data cleansing and analyzation, Matt discovered that:

- 26% self-service volumes were reassigned to other departments
- 62% volumes were reassigned to other departments post initial troubleshooting
- 12% volumes were only resolved within the service desk

## Our approach to the problem

#### Approach summary



Infosys BPM had been partners with Matt's company since 2016, and we were aware of the challenges awaiting us. The brief for Infosys BPM was clear: eliminate or reduce the non-SD self-service ticket volumes. To tackle the problem, we implemented a Six Sigma Black Belt project that reduces wastes in the processes as well as increases productivity and efficiency. The project only covers self-service tickets (i.e., tickets that were raised by users directly via a ticketing tool), which eliminates tickets going through service desk. This will also help the entire team and L2, L3s, and L4s to improve first touch resolution for end users.

As a first step, we participated in a cocreation workshops with key stakeholders. We brainstormed 26 challenges, generated 30+ ideas, and shortlisted 16 solutioning ideas for implementation. During the process review, the team members were invited and an ideation exercise was conducted to identify high ticket volumes and potential solutions. We also raised the issue of data gathering, which demands manual scrubbing and the cost of automation tool. We also utilised several other tools for data measure and analysis, such as:

#### 1. Critical-to-quality analysis

- Identifies the needs of the customer and translates that information into measurable process requirements
- 2. Process capability
- Determines the ability of a process to generate desire outcome/results

#### 3. Fishbone analysis

- Analyses the root cause to determine the factors causing poor experience and high-resolution time
- 4. One sample T
- Hypothesis testing to establish factors contributing the high volumes and high-resolution time

#### 5. Pareto analysis

- Determines the factors causing poor user experience and driving volumes into service desk
- 6. Used cases analysis
- Scrubs 1,700+ scenarios and identifies the scenarios for improvement





Our team performed daily data checks for possible failure where the tickets returned to the service desk queue and re-calibrated the cognitive solution. In addition, we also implemented several measures such as:

- A review of tickets raised by the user that has been passed on from one resolver group to another, thus delaying resolution
- Value stream mapping to identify potential wastes in the processes, with the team utilising the fishbone method to determine why these potential wastes were happening and how to prevent them in the future
- Further bifurcation of 16 controllable and 10 uncontrollable issues that arose into 3 major categories: Direct Assignment, Troubleshoot and Assign, and Joiner, Leavers, and Transfers.

We presented several solution scenarios to Matt and his team. These scenarios presented the opportunities identified, the cognitive solution, the impact, and the final results.

## Solution 1

Auto assignment of 500 scenarios

**Opportunities:** 10,000 self-service tickets were identified as the opportunities to be auto-assigned

**Cognitive solution:** Auto-assignment of tickets based on logic-based business

services mapping and inbuilt decision tree solution within Service Now

**Impact:** Fast TAT resolution and reduction in ticket reassignment

## Solution 2

Auto troubleshoot and reassign (8 scenarios)

**Opportunities:** 7,000 self-service tickets were identified as the opportunities to eliminate ISD Intervention for troubleshooting and reassigning

**Cognitive solutions:** 

- Additional catalogues added in Service Now to gather all required details from the users
- Auto email solution for third-party vendor coordination

- Bot implementation to replace SD intervention on some used cases
- Automating JLT task

**Impact:** Elimination of SD intervention for troubleshooting and reassigning and elimination of JLT task

## Solution 3

Elimination of joiner, leaver, and transfer (11 tasks)

Solution: Army of bots

## The final outcomes

## **Key benefits**



After the solutions were implemented, it was time to monitor the progress. We held weekly review meetings with Matt's team on further improvements to the process. After several months, an elated Matt mentioned that the solutions have actually helped in process improvements.

# In Scenario 1, we delivered the following benefits to the team:

- 7,000 tickets auto-assigned to correct resolver group
- 100% elimination of SD intervention
- 100% elimination of human error
- 14% increased on number of tickets having 0–1 reassignment count
- 15% reduction in tickets with >2 reassignment count
- 4 hours reduction in lead time from 13.4 hours to 8.2 hours

# For Scenario 2, Matt and his team accrued the following benefits:

• ~3,000 tickets that were auto

- troubleshooting and assigned
- Zero intervention by SD on joiners, leavers, and transfers tasks
- 40% reduction on troubleshooting and reassigning tickets
- 30% reduction of tickets with >2 reassignments
- Zero human error
- 4 hours reduction in lead time 13.4 hours to 8.2 hours

## For Scenario 3, the following benefits were delivered:

- 100% elimination of joiners, leavers, and transfers task under SD
- 100% elimination of manual effort

- 99% accuracy with minimal human error
- Zero pending tasks with SD
- 100% escalation reduction

#### Finally, in terms of overall benefits, Infosys BPM delivered the following:

- 50% decrease in tickets that require no SD intervention
- 10% increase in NPS score from 71% to 81%
- 15% of tickets with auto ticket resolution and no manual interventions
- 33% tickets resolved faster
- 10,000 business hours saved per month in IT resolution wait time
- \$325,000 savings to the client

The timeline for the completion of the project was 12 months and this was necessitated because of the complex nature of the project, technical dependencies, and the ongoing pandemic. Matt was happy about the outcome and the final results, which resulted in Infosys BPM getting a project extension till 2023.

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



For more information, contact infosysbpm@infosys.com

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