



WE'RE NOW LOOKING AT THE BIGGER PICTURE

Summary

When Sam Spade, the senior leader of an American telecom and broadcasting services provider, faced issues while migrating from a legacy platform to an advanced platform, Infosys BPM stepped in to manage the transition and reduced AHT from 13.5 minutes to 720 seconds.



From the old to the new

Sam was managing the team that oversaw the IT service desk (SD) at his company. A typical service desk looked into the tickets generated by customers, and based on the priority, delivered services to the clients. The service desk team is critical to Sam's business since it provides 24 x 7 support to the IT concerns of front-line employees, vendors, and partners. To improve the services, Sam's company decided to migrate from the legacy platform Remedy to the Service Now (SNOW) platform since

the former lacked data gathering and analytical capabilities.

The migration timeline was 3 years and Sam wanted to transform the service desk operations to improve productivity, consolidate various processes, and reduce average handling time (AHT). However, while migrating to the SNOW platform, Sam realised that the agents needed to spend more time in capturing mandatory information of user requests, which caused:

- Increase in handling time

- Additional capacity to service the users within the given time limits
- Missing service levels
- High wait time — 15 minutes per call
- Poor user experience
- Productivity loss
- Poor end-customer experience
- Potential revenue loss
- Work pressure and stress

Work while you work; play while you play

Approach summary



Leaning in towards transformation

Infosys BPM has been a partner for the client since November 2014, and we had delivered several lines of businesses for the client. Sam connected with the Infosys BPM team since he aware of our capabilities. As a first step, we performed a detailed analysis to determine the AHT increase and variations, which revealed that:

- 35% of agents had AHT above the target of 720 seconds
- The average talk time was 10.5 minutes
- 58% of agents had average hold time of >45 seconds
- 62% of agents violated auxiliary (AUX) time, which was >5 minutes threshold per day:
 - AUX time is defined as an agent status that makes the agent unavailable for incoming calls, and the average AUX time was 10 minutes per day.

We held several rounds of discussion with Sam and his team, as well as hosted co-creation workshops with key stakeholders to generate ideas. The result was that both the teams managed to generate 10+ ideas

and 5+ solutioning ideas, which were shortlisted for implementation. During the process review, we invited the team members to perform root cause analysis and ticket creation life cycle study. In the study, the users contact SD agents. These agents then validate the user details and understand the issue. Then, they troubleshoot the issue and log the action performed in the ticket. The timeline for the project turnaround was 4 months. We also implemented several tools such as:

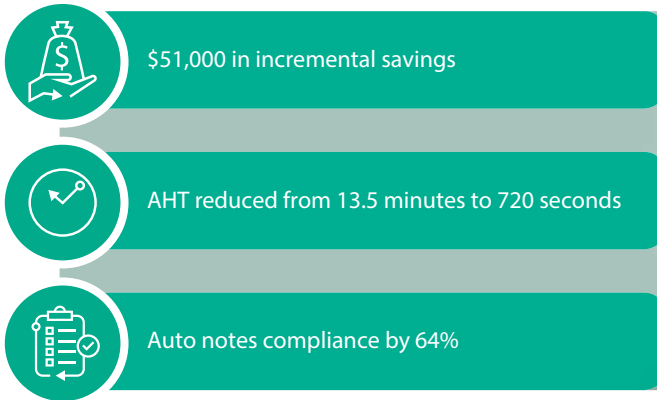
- Critical-to-quality analysis
- Virtual Gemba Walk observations
 - Observing agents who are taking calls/chats/tickets
- Value stream mapping
 - Determining the time spent per step and identifying value-added or non-value-added tasks in the process
- Time and motion study
 - Determining the time taken to complete a job by various agents on the floor
- Fishbone analysis

- Analysing the root causes to determine the reason of high AHT
- Scamper
 - Lean tool to challenge the status quo and generate new improvement opportunities
- Box plot analysis
 - Analysing the AHT data and identifying outliers that are causing high AHT

Initially, the IBPM team faced challenges in implementing the solution and educate agents. However, as we progressed along, we managed to convince the agents with Sam's help by conducting feedback surveys to gauge agents' reaction and implementing the feedback.

Did you pick my call?

Key benefits



Since the project timeline was 4 months, Sam and his team and the Infosys BPM team raced to complete the project ahead of schedule. Both the teams worked proactively in addressing the pain points and resolving the issues. Sam and his team were happy with our effort in leveraging the capabilities of the SNOW tool in reducing the handling time and appreciated all the efforts and proactiveness. With our suggestions, Sam

was able to accrue the following benefits:

- Reduce AHT from 13.5 minutes to 720 seconds
 - Achieve auto notes compliance by 64%
 - Compliance of using auto notes on every call
 - Improvement in phone average speed of answer (ASA) by 21% from 61% to 89% within 30 seconds
- \$51,000 in incremental savings
 - Better work-life balance and employee engagement activities
 - With reduced handling time, the workload on agents reduced, which resulted in reduction in escalations and work pressure.

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

For more information, contact infosysbpm@infosys.com



© 2022 Infosys Limited, Bengaluru, India. All Rights Reserved. Infosys believes the information in this document is accurate as of its publication date; such information is subject to change without notice. Infosys acknowledges the proprietary rights of other companies to the trademarks, product names and such other intellectual property rights mentioned in this document. Except as expressly permitted, neither this documentation nor any part of it may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, printing, photocopying, recording or otherwise, without the prior permission of Infosys Limited and/ or any named intellectual property rights holders under this document.