

Slick support processes improve performance

“Sense and Respond’s unique demand analysis method enabled proactive measures to be taken to address failure and waste within the service.”



Customer’s Challenge

A large Global Corporation (LGC) - one of the world’s largest companies - provides products and services to both organisations and consumers that we all use on a daily basis. For business reasons the name of the organisation has been withheld.

In order to improve efficiency the LGC decided to rationalise its IT services across the 20+ countries in which it operates. However, the project failed to achieve the expected benefits because of the complexity involved in meeting the specific requirements of the different territories.

As a result, the LGC recognised that it needed to outsource the management of its infrastructure to an experienced IT services partner that had the resources and capability to support over 10,000 users speaking 14 different languages.

Fujitsu Solution

The LGC chose Fujitsu to undertake its desktop transformation project through the award of a Managed Service contract. This was primarily focused on the provision of service desk, back-office support, field services and network services, managed through a centralised European support centre.

Key to the success of the project was the consolidation of many small, localised helpdesks and support processes, which many employees were reluctant to lose. More fundamentally, users were also suspicious about the reason for the change and what may happen in the future.

So, Fujitsu realised from the outset that it was essential to build trust throughout the LGC’s organisation by emphasising that this was not a cost-cutting exercise, but rather an investment in the long-term efficiency and effectiveness of the company. As such, the quality of the service was vital in order to gain user acceptance of the new service. Only then could Fujitsu look at streamlining the processes in order to remove waste and cost.

This approach is very much in line with Fujitsu’s Lean philosophy, Sense and Respond, which is designed to go beyond the strict confines of a contract in order to ‘Sense’ what matters to the customer and then ‘Respond’ to those needs.

In order to consolidate the disparate set of national offices into a central service centre, Fujitsu used its Sense and Respond tools and techniques to bring its service staff together with the employees of LGC. In particular, agents from the new support centre visited the specific workplaces that they were assigned to support. As a result, the agents gained first-hand knowledge of their designated work environments – the pressures and rhythms that influence the priorities of those calling for support. With a better understanding of the work context,

SUMMARY OF KEY FACTS

Organisation

Large Global Corporation

Service/s delivered

The provision of managed Infrastructure Services, focusing predominantly on service desk, back-office support, field services and network services

Key Metrics

- Over 10,000 staff in 20+ countries speaking 14 languages

Benefits

- **Enhanced customer service** – incoming support emails and calls have been cut by 75% and 13% respectively.
- **Reduced costs** – has significantly reduced the total fix time by eliminating duplication and redundant processes
- **Increased staff productivity** – standardisation ensures a consistently high level of support, so problems are rapidly resolved
- **Optimised resource usage** – frees up support staff to resolve complex issues that have a more longer- beneficial effect
- **Improved staff satisfaction** – users have fewer IT problems, less downtime and can find answers quickly
- **Enabled continuous improvement** – the company now has a holistic view of performance across its European operations

CASE STUDY LARGE GLOBAL CORPORATION

communications immediately became clearer. For their part, the users could also see that the support people were skilled professionals committed to their jobs and the effective delivery of the service; that they were on 'the team'.

Fujitsu also ensured that a well-designed service agreement was in place, with as much of the service environment visible to as many stakeholders as possible. The core agreement was such that it covered all territories equally, but each territory could also reserve certain systems or procedures that it wanted treated as separate items. Working together with the LGC, these services were defined and priced separately, so that their value and cost to the company were absolutely clear.

In some instances duplications were discovered amongst various local solutions and Fujitsu was able to consolidate these and incorporate the resulting service package into the core offering for everyone's benefit. In other instances, territories were able to make objective assessments of their non-core requirements and decide whether to phase them out. And in some other instances the unique local requirements were completely justified by local business conditions and so were retained under local ownership. In short, the contract and subsequent operation was driven by real business need, rather than wasteful metrics and processes.

Once the operation went live, Sense and Respond continued to play a prominent role as Fujitsu introduced end-to-end process management for service control and change co-ordination, leading to a dramatic improvement in the quality of the service provided.

Calls received via the Service Centre were also categorised and analysed using Sense and Respond's unique demand analysis method, enabling proactive measures to be taken to address failure and waste within the service. Moreover, detailed analysis of sub-demand types allowed Fujitsu to define specific interventions, some within the remit of the managed service, others internal to the LGC. Regardless of the scope and owners, this information and associated targets went on to form the basis of several Six-Sigma projects and several other successful Improvement Interventions.

Only once the overall support process was right and customer satisfaction was at a high level did rationalisation begin, with a move to a combination of near and offshore service provision in order to reduce costs.

Benefits to our Customer

The use of Fujitsu's Sense and Respond approach within the LGC's support service has:

- **Enhanced customer service** – incoming emails and calls to the Service Desk have been cut by 75% and 13% respectively. This was achieved in just five months and levels are expected to fall even further
- **Reduced costs** – significant reductions have been achieved in the total fix time by eliminating duplication and redundant processes
- **Increased staff productivity** – standardisation of services, tools and processes is ensuring users receive a consistently high level of support across the whole region, so problems are rapidly resolved
- **Optimised resource usage** – by proactively identifying and removing persistent issues, support staff have been freed up to resolve more complex issues that have a larger and more longer-term beneficial effect

- **Improved staff satisfaction** – users now have fewer IT problems, less downtime and are able to quickly find answers for many problems themselves. In particular, in five months use of the Self Service portal has increased by over 450%
- **Enabled continuous improvement** – the company now has a holistic view of performance across its European operations, which has highlighted unknown performance issues and improved the transparency and effectiveness of its decision-making process.

Overall, Fujitsu has been very responsive to the needs of different countries and to the LGC's constantly evolving operational requirements. The company now has a dedicated support team who are capable of delivering an extremely professional service and who want to contribute fully to the ongoing success of the LGC's business.

Our Approach

First developed in the manufacturing industry, Lean is a systematic approach for identifying and eliminating waste or unnecessary activities through continuous improvement of the product or service in response to customer needs.

Philosophically Fujitsu's award-winning Sense and Respond approach takes a lead from Lean management methodologies and applies similar principles and techniques within a service environment, either at an operational level or as part of a larger transformational change programme. By identifying and removing the root causes and costs of operational problems, and analysing the impact each problem has on the business, rather than just addressing the symptoms, Sense and Respond can reduce operational costs, increase customer and employee satisfaction and create a mechanism for continual improvement.

It uses a component based approach (MOSAIC - Methods of Structured Analysis, Implementation and Control), which draws on methods from quality, change management, Lean, Six Sigma and transformation. This provides Fujitsu's consultants with complete flexibility when designing a solution to address a particular requirement, while also optimising value for the client.

Our Expertise

Fujitsu has over 30 years experience in providing consultancy and project services, helping organisations design, deploy and manage advanced IT infrastructures and maximise the value from investment in business services and technologies with full alignment to their business objectives. Sense and Respond is an integral part of the way Fujitsu works in partnership with its customers, so that services can be delivered effectively and economically.

ASK FUJITSU

Contact us on +44 (0) 870 242 7998 or
askfujitsu@uk.fujitsu.com or visit uk.fujitsu.com