

“Fujitsu’s existing service desk supported our upgrade from Windows 7 to Windows 10 with two members on site integrated with the BAT global team, giving our users a great upgrade experience.”

John Hemming
Global IT Manager
British American Tobacco



BAT engaged Fujitsu to support the migration to Windows 10 using its global service desk capabilities, a self-service portal and specialist Fujitsu staff.

At a glance

Country: UK
Industry: Manufacturing
Founded: 1902
Employees: 55,000
Website: www.bat.com

Challenge

After a previous migration to Windows 7, BAT wanted to ensure its transition to Windows 10 made a step jump in cost-efficiency by empowering the user to self-upgrade, supported by an outstanding global service desk and self-serve portal.

Solution

The company leveraged its existing service desk contract with Fujitsu to ensure that any issues were quickly resolved via phone or a newly created self-service portal, enabling the smooth migration of 36,000 users in just four months.

Benefit

- Project has cost a tenth of the previous migration, thanks to the introduction of self-service
- On site Fujitsu engineers collaborate closely with BAT to quickly identify and resolve problems
- BAT's self-service portal is updated if it sees a pattern of similar problems on the service desk
- Fujitsu Service Desk knowledge articles are updated in real-time by the on site team to provide the agents access to the latest information

Customer

British American Tobacco (BAT) is a leading tobacco group, with brands such as Dunhill and Lucky Strike sold in around 119 markets and over 200 brands in its portfolio, making its cigarettes the choice of one in eight of the world's one billion adult smokers. It has leadership in more than 60 markets and sells around 700 billion cigarettes per year. Founded in 1902, at the end of 2012, the company was the sixth largest listed on the London Stock Exchange. It has 44 cigarette factories in 39 countries and employs more than 55,000 people worldwide.

Products and services

■ FUJITSU Service Desk



Challenge

BAT has engaged Fujitsu for almost ten years across various areas of its business, including global service desk for 36,000 users in 119 countries, supported by 15 languages. So when the company decided to migrate from its aging operating system and Lotus Notes platform to Microsoft Windows 10 and Office 365, Fujitsu was the natural partner. However, BAT was keen to deliver even faster and at a much lower cost compared to upgrading to Windows 7.

"The challenge was in getting from A to B without spending anywhere near as much as we had in the past. That required a change in thinking, method and approach," explains John Hemming, Global IT Manager, British American Tobacco. "We needed to introduce contemporary tools that would mirror users' experiences in their own homes while transforming ourselves from laggards to leaders."

Previously, the traditional approach of migrating to a new platform was for users to book a time for an engineer to collect their machine and receive a loan device while the old machine was upgraded. This is clearly a cumbersome and time-consuming process involving significant human resources, which explains why the last migration project cost BAT tens of millions of pounds.

"We are in 119 markets from big corporate offices in major cities to a very small office in countries like Western Samoa, so we needed the global reach but didn't necessarily want to physically touch each desktop ourselves," adds Hemming. "The answer was to develop a self-service product that would give users the confidence to carry out the upgrade themselves. That meant equipping the service desk with the right knowledge was key."

Solution

BAT and Microsoft developed the new solution – a USB stick with basic instructions which takes just one hour to upgrade to Windows 10. However, with 36,000 users globally, there were always going to be issues which would need speedy resolution. Fujitsu therefore not only leveraged its existing service desk to support this roll-out, it also embedded two members of staff at BAT's head office to update the Fujitsu knowledge articles for its agents. It also has the ability to update the self-service portal in real-time to maximise the efficiency of the Global Service Desk. "Fujitsu is ensuring this is a smooth transition by quickly identifying problems, solving them and then updating the online knowledge articles for its agents. It also had the ability to update the self-service portal in real-time so users with similar issues can solve them themselves," continues Hemming. "By having two Fujitsu members on site, we have instant access and true visibility of service issues."

Fujitsu also sent specialist staff to work in its global delivery centres in Portugal, Poland, Malaysia and Costa Rica to ensure the service desk understood and could support the new project. Now, as the migration proceeds via a phased roll-out, users can be assured they can visit the portal or pick up the phone to address any concerns.

Benefit

BAT is now able to transition up to 4,000 users per week to the new platform, safe in the knowledge that any issues can be swiftly resolved. The great majority of BAT's users will be upgraded to Windows 10 over a period of 15 weeks. "We can be flexible in how we deploy the new software so, if there is a problem, we can pause the roll-out in a certain market, nip the problem in the bud and update the knowledge articles," says Hemming. "Locally, we also have change champions in each office who receive the build early and who can proactively manage problems at their own location."

Fujitsu is providing a truly global service at low cost because it exists as an additional layer over the current service contract. This means BAT is spending only ten per cent of what the previous upgrade cost and furthermore expects to save £10m per annum via user self-service.

"It's great value for money because Fujitsu has overlaid a veneer on the existing service desk which brings economies of scale, whereas using a different partner would have incurred premium set-up costs," comments Hemming. "Thanks to the self-service portal and our responsive ability to address issues, we're not actually seeing many more calls to the service desk so we aren't spending much more to support this major IT change."

Hemming also praises the Fujitsu staff embedded in his team: "Fujitsu selected people with the knowledge, cultural fit and entrepreneurial spirit who are now firmly part of our wider team." As the migration spreads across the globe, BAT and Fujitsu will continue to collaborate closely to ensure its success.

"Fujitsu gives us the worldwide reach, combined with deep familiarity with how our business works," concludes Hemming. "That means we can migrate 36,000 users quickly, cost-effectively and without disrupting our day-to-day operations, giving them the tools they need to work productively."

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