

Thinking out of the box receives stamp of approval

“In the service space, Fujitsu is head and shoulders above the rest. Availability remains high and they take action to keep it high, which can be innovative.”

Andy McLean – General Manager of Operations, Post Office®



Challenge

Post Office®, part of Royal Mail Group, is the largest retail and financial services chain in the UK. Its partnership with Fujitsu stretches back to 1993 and includes a £1.4 billion, ten-year programme to manage the in-store experience in its 14,300 branches, with 34,000 counters, through the installation of a brand new networked counter system.

However, in 2006 the Royal Mail’s 350-year postal monopoly ended. The Government also decided that benefit payments would now be made by electronic bank transfer. With two core revenue streams cut Post Office® needed to find new ways to reduce costs, restructure its offerings and attract customers back to its branches.

Solution

Fujitsu has provided a Service Desk to support Post Office®’s IT systems since 1996. In 2006 it was awarded a ten year contract, worth over £300 million, to support its EPOS systems, peripherals and associated infrastructure, including any software issues. The Service Desk operates from one central site with nearly 100 staff and provides a single point of contact for all Postmasters.

Despite successfully handling more than 22,000 calls a month, over 60% of which are resolved at the first point of contact, Fujitsu is constantly striving to improve its efficiency and effectiveness and realise cost savings for Post Office®. Ric Francis, Operations Director, Post Office®, comments, *“Mindsets have had to change to look more long-term and to think more about innovation and delivering a seamless customer experience. In the future we need to be a place where customers want to come in and perform their transactions.”*

Fujitsu’s Account and Service teams work closely together so that they can provide an end to end operational service, stay in tune with Post Office®’s evolving business requirements and identify opportunities to improve counter availability.

In particular, Fujitsu’s unique Sense & Respond® approach uses the Service Desk intelligence to identify common issues or issues that have a high impact on the business. A good example is the introduction of a Portable Point of Sale (PPOS) so that the Post Office® can reach customers in rural locations without a local branch.

The Service Desk also works closely with the service delivery team on a day to day basis. By assessing ongoing performance, incident and problem management, change management and service requests it can identify improvements that will enable Fujitsu to resolve more issues through the Service Desk rather than sending out engineers. For example, by remotely installing an icon on counter systems, Postmasters can now reload their own pinpad tables.

SUMMARY OF KEY FACTS

Organisation

Post Office®

Services delivered

Service Desk to manage IT issues in branches, including a programme of continuous service improvements to maximise operational effectiveness

Key metrics

- Operates 14,300 branches
- Serves 24 million branch customers a week

Benefits

- **Enhanced customer experience** – high system availability ensures a faster and more efficient service
- **Improved service delivery** – has enabled a faster call response, with more calls answered on first contact
- **Increased user satisfaction** – Fujitsu rated 8.5/10 for customer satisfaction and awarded “Vendor of the Year”
- **Reduced costs** – costs are minimised by removing duplicate effort, waste and unnecessary processes
- **Improved staff satisfaction** – skills and competencies are better utilised and overall job satisfaction is increased
- **Optimised resource usage** – increases staff productivity using standardised and efficient processes
- **Increased operational flexibility** – support services can be quickly and proactively adapted to evolving needs
- **Enabled continuous improvement** – empowers people to continually improve service quality, time and cost

CASE STUDY POST OFFICE LTD

As the Service Desk is instrumental in driving service improvements, Fujitsu has expanded its role and skills levels by bringing more empowerment into the desk environment using automation, complex customer problem training, knowledge management, standard operating procedures, and Lean thinking to reduce end to end processing time.

In addition, Fujitsu's people development strategy covers the entire employee lifecycle, including induction, training, and ongoing personal and career development. Underpinning this is a depth and breadth of tools, processes, policies and reward schemes, such as Performance Plus (online appraisal system), Netcampus (online learning), and an Investing in Yourself portal. These help to ensure everyone is working towards a common framework and goals and give Fujitsu the ability to track achievement against its overall strategy.

As well as complying with relevant legislation and standards, Fujitsu strives to ensure that the workplace is a positive and productive environment. A modern and robust IT and telephony infrastructure enables seamless access to the Post Office® network for diagnostics tasks and full control of agent activities, along with comprehensive reporting. Remote management tools monitor the network and server estate to ensure maximum system availability and trading times, while its Service Desk tool allows for knowledge transfer among agents, consistency in problem resolution and close integration with resolver groups.

Fujitsu also provides strong reporting and management information, both centrally and at a Service Desk level, which enables Post Office® to quickly make fact-based decisions regarding the day to day management of its estate. This "Management by Fact" approach ensures that Fujitsu's own performance measures are balanced and focused on delivering both customer and organisational value. At the click of a button, operational and account teams can view real time service information and access a holistic set of measures that delivers intelligence across the business

Andy McLean, General Manager of Operations, Post Office®, says, *"In the number of service providers I've worked with, certainly in the service space, Fujitsu is head and shoulders above the rest. It's the ability to understand what we need, what's important to us and then its willingness to get on board and drive towards that and not necessarily at a cost. The bottom line in this space is all about availability. It remains high and they take action to keep it high, which can be innovative. They are prepared to push to the boundaries of the box they operate in. They are trying to think about things in a completely different way."*

Benefits

Through its many service improvement initiatives Fujitsu has been able to progressively move the resolution of IT issues closer to the user, and so:

- **Enhance customer experience** – branch and counter system availability is above target at 99.8% and 99.5% respectively, ensuring a faster and more efficient service to over 24 million branch customers every week
- **Improve service delivery** – there has been a marked improvement in the speed of call response, with more and more calls answered at the first point of contact
- **Increase user satisfaction** – Fujitsu is consistently rated as 8.5 out of 10 for overall customer satisfaction and was awarded "Vendor of the Year" in 2006/07
- **Reduce costs** – operational costs are minimised by removing duplicate effort, waste and unnecessary processes

- **Improve staff satisfaction** – skills and competencies are better utilised and overall job satisfaction is increased through active involvement in the change process
- **Optimise resource usage** – increases staff productivity using standardised and efficient processes
- **Increase operational flexibility** – support services can be quickly and proactively adapted to meet evolving business and customer needs
- **Enable continuous improvement** – empowers people to continually monitor and improve quality, time and cost and adapt the service to the needs of customers.

"IT is helping us improve efficiency, cutting out redundant processes and helping us do things faster and more cost-effectively. It is also creating a more joined-up business and providing strategic insight, creating new opportunities and helping us to exploit the power of the Internet as a retail channel," says Ric Francis.

Approach

Fujitsu has turned Helpdesk thinking into a Service Desk approach, which moves away from measuring performance on how quickly a call can be managed to a continual search for new ways to add value, instigating changes so Fujitsu's service continually flexes to meet ever changing customer objectives and delivers real business value.

As Fujitsu moves forward, there is a clear line of sight for the Service Desk and how it will evolve. It has outlined the goals for its capability to be:

- A single virtual global desk with common infrastructure, common operating procedures and shared best practice
- An increased use of technology, improved customer understanding and proactive recognition of needs
- A continued drive for reduced failure
- Support of the 'users total environment' regardless of where they are based eg. car, home or the office
- A continued link between technology (TRIOLE for Services) and behaviour (Sense & Respond) and continuous improvement (Lean principles).

Andy McLean comments, *"Fujitsu has come to understand what we need, therefore, it is driving the agenda, but in the direction that I want. That's the best outcome. I think we're all comfortable with it. We speak the same language, although ironically I don't have to talk to them that much!"*

Expertise

Fujitsu has delivered consistently high levels of service to UK businesses for more than 30 years. Its Customer Services organisation has over 5,000 employees and is one of the company's largest operational units. In Western Europe, Fujitsu has 71 Service Desks, with over 2,500 Service Desk employees, serving more than 200 customers and managing around 608,000 calls each month.

Ric Francis comments, *"Ours is a very complex and varied business, meaning it's not easy for a company to come in and understand all the issues. Experience is important, which is why we value our long-standing relationship with Fujitsu. We see the relationship now as more of a business partnership, rather than an IT supplier."*

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