Service Desk
FIT

Miroslav Jindra

Agenda

Why, how and what

Supportive mechanisms and tools

Business setup

Delivery management

Watson

about me

Miroslav Jindra
Tribe Leader

Education

Lycee of Matyas Lerch, Masaryk University - ESF

IBM career

2009 – IMAC coordinator and Centralized Technical support

2010 – Team Leader, Project Coordinator

2012 – Account Delivery Leader

2013 – Service Delivery Manager

2014 – 1st line & Service Delivery Manager

2018 – Business Operations Manager

2020 – Tribe Leader (2nd line manager)

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Why, how and what

Importance of Service Desk in business

- Start job for talents
- Helping people to find a path in IT
- Brewery for leadership and other paths
- Communication skills as basic tool of future success
- Improvement of language skills
- Real experience
- Understanding the bigger picture

- Face of business
- Showplace for services
- Key component of E2E service
- E2E overlap
- Ideas for business improvement
- Center of success promotion
- Project support

Purpose

Why

First line of contact for end users which directly resolves customer queries or co-ordinates with other resolver teams on behalf of the client.

SD unit is also a supporting source of information for Service and Project management decision making.

How

- SLA’s set to measure main success criteria:
- First Call Resolution %
- Speed To Answer %
- Customer Satisfaction %

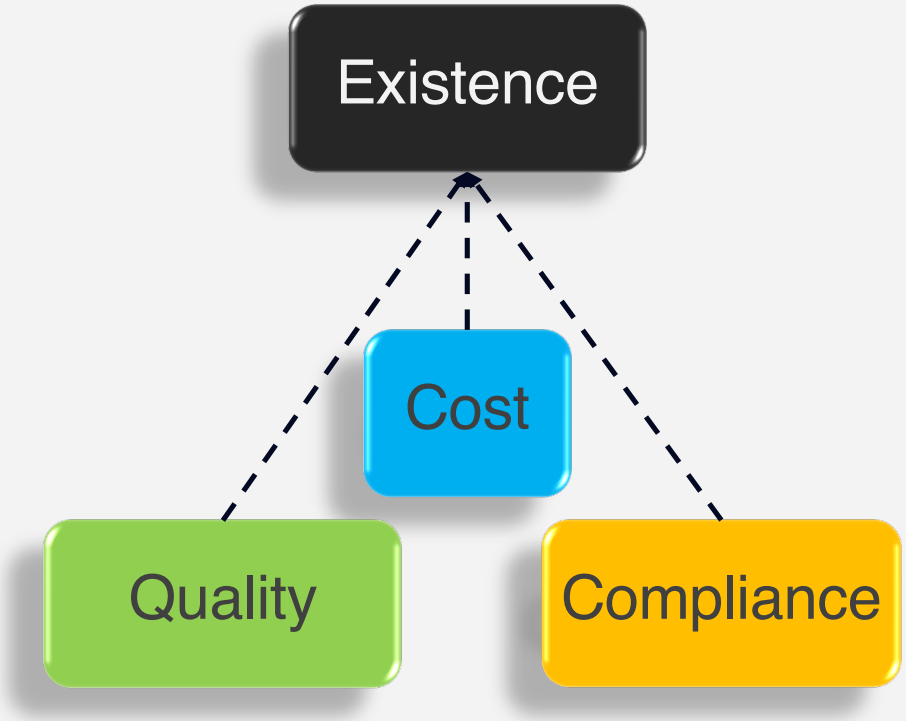
What

Fastest possible resolution to as many as possible client’s IT requests and incidents with high Customer Satisfaction.

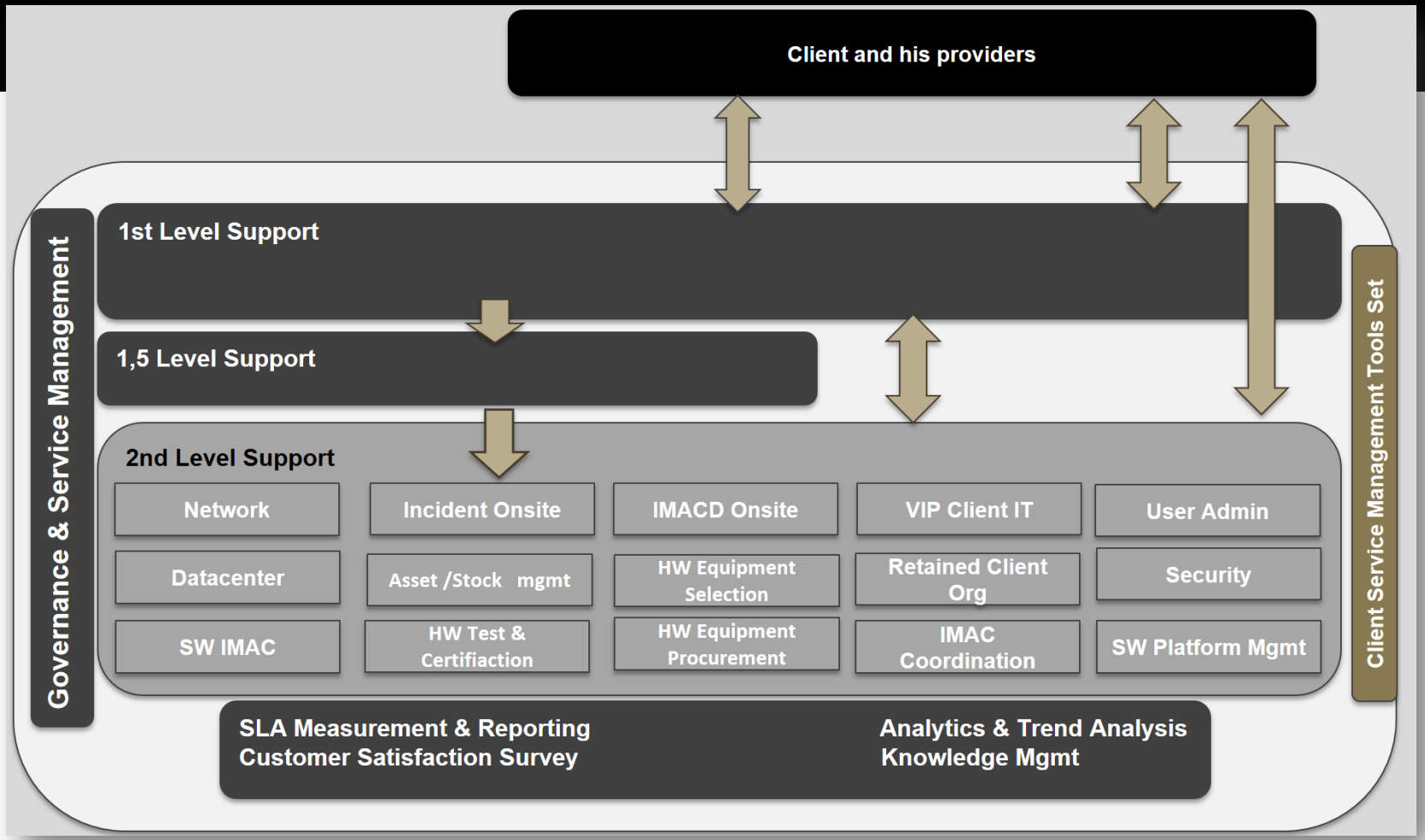
SERVICE DELIVERY TRIPOD

Common customer loss reasons

- 1% of customers go out of business
- 3% move to another location
- 4% like to change suppliers
- 5% change on a friend's advice
- 9% buy it cheaper somewhere else
- 10% are chronic complainers
- 68% leave because the company representatives they deal with are indifferent to their needs



Traditional IT delivery structure

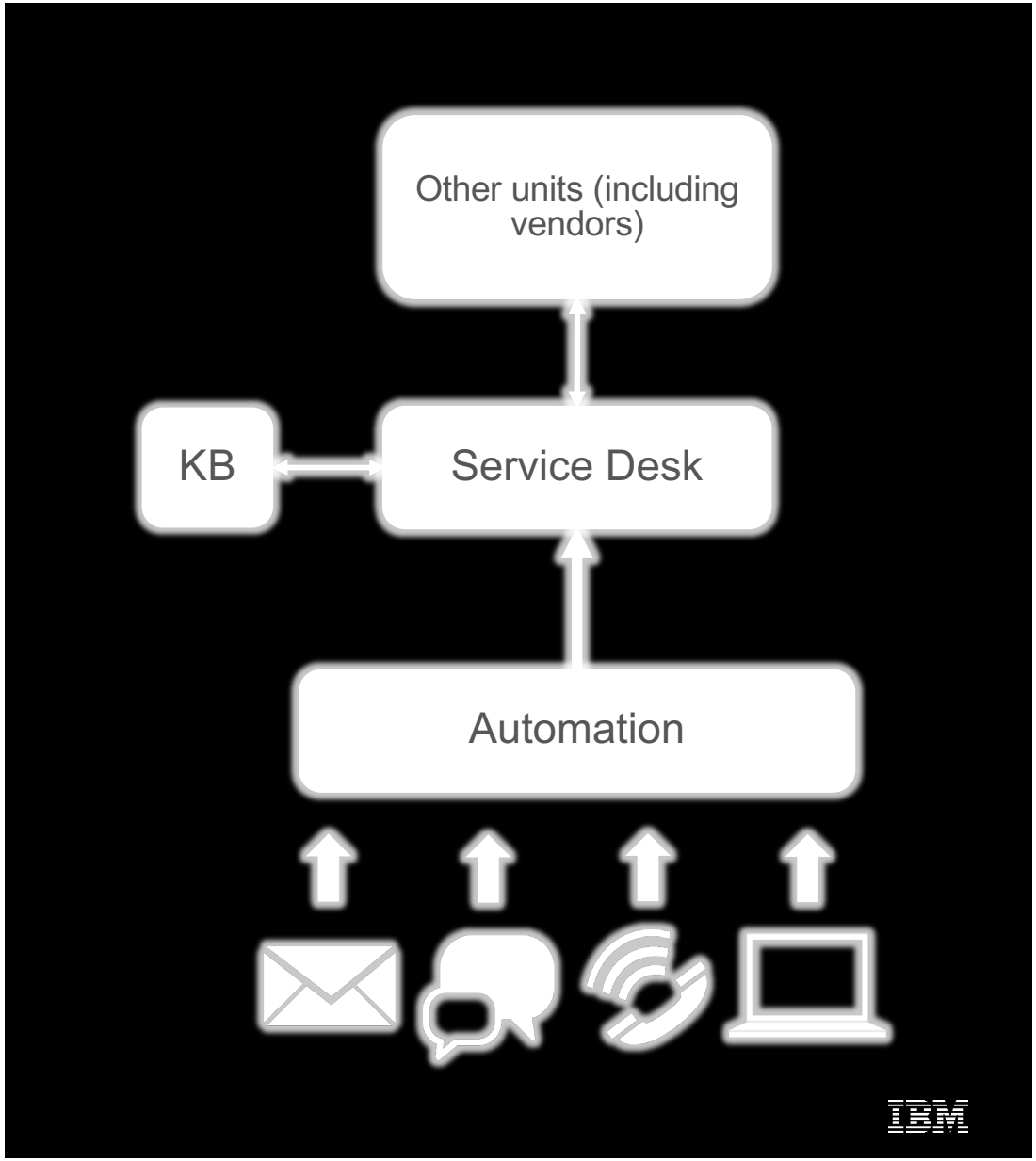


Service Desk Strategy

Simplified SD operations are highlighted in the chart on right. The model is focused on automatized processing of as many incoming requests as possible. If not possible, skilled CSR - Customer Service Representatives (Service Desk) will answer the incoming query either via chat/phone/e-mail or self-service (web) request. Requests that require involvement of other groups for resolution, will be transferred in form of ticket further. The primary goal is to minimize need for involvement of other groups and have queries resolved through automation (0 level) or at 1st level (Service Desk).

Knowledge base is mostly personalized to each customer and can be either web-based or database based for example in Lotus notes. It's purpose is to help to resolve customer's query or provide appropriate process to achieve resolution (which specific data are necessary to gather and where to look for further support).

As the CSR is speaking to the customer, he/she will also document the details of the call in a ticketing system. Each ticket will contain some basic customer details, machine information, problem/request classification and description, including steps taken to resolve the query. There may be slight variations from client to client, but the base remains the same.

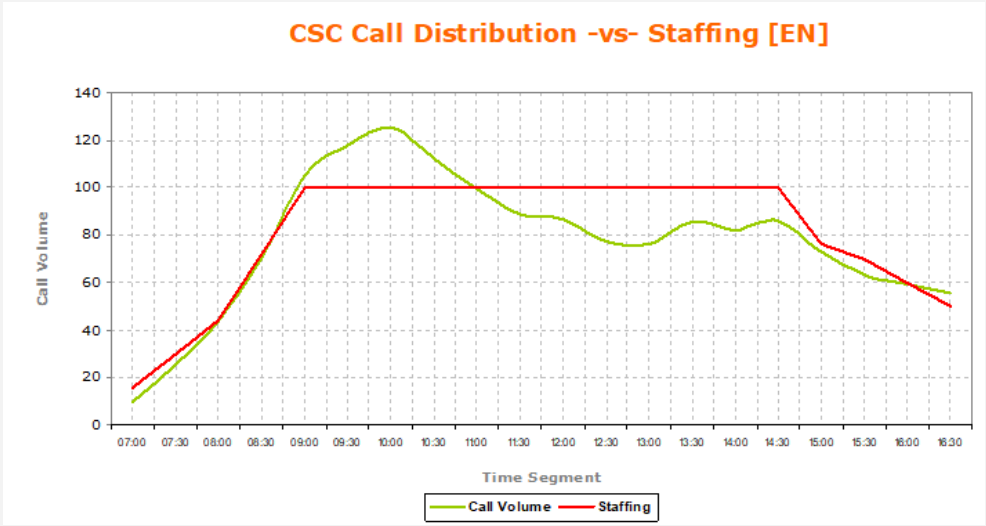


Service Desk Workload

Phone/Chat

Phone calls and chat make usually the majority of incoming workload. To manage them effectively, SDs develop workload arrival patterns through the use of historical data. This shows the times when customers are most likely to call or chat – see the chart on right as an example of single day data. This data is used to build the necessary staffing schedules to ensure optimum number of staff available throughout the day. While there is usually as well an optimum call length, CSR can't dictate the length of each call, but based on request classification can decide which cases are to be considered out of it's scope to achieve necessary availability (Example: re-installation with multiple steps and average length above 20 minutes will not be carried out by the SD and will be transferred to another group. This is fundamental to the principles of SD Operations.

As eventuality cannot be forecast (e.g. Network outage), there's need for flexibility in staff in order to immediately respond to changing call patterns (at any time slight adjustments may need to be made as reaction to significant change in incoming customer queries.



Service Desk Workload

Web (Self-service)

Service providers encourage the use of the web as a means of raising a query with the SD. The web interface is often coupled with some self help options as these are designed to encourage users to search for responses themselves before reaching the SD.

The advantage of the web is that the SD Operation can respond to these queries when there is a period of low phone call or chat volume. This means there are less scheduling challenges. The disadvantage is that the CSR does not have the opportunity to ask the customer detailed problem determination questions (as he/she would over the phone) that may be required to resolve the issue. As a result, there may be insufficient information available to the CSR to answer the query. The net result of this is that the CSR may often be forced to get in contact with the customer to clarify details before the problem can be resolved.

E-mail

E-mails are broadly similar to web-based queries in terms of submission by the customer and pickup by the CSR. The disadvantage is that while the web-based solution can force the customer supply some critical information, the e-mail solution rarely does so. Furthermore, it is very difficult to measure the effectiveness of the SD Operation in managing e-mail requests. Therefore, Service providers will try to encourage customers to use a combination of Web and Phone for raising queries with the SD. Modern trend is to automatically transform E-mails into Self-service tickets through automation processes, that are based on contents of e-mail (key-words, attachments, etc.) or remove email completely and use only webtickets.

Roles and Responsibilities

Customer Service Representative / Technical support

CSRs are usually grouped into Teams which are approximately 15 in size, the individual will perform most of his/her tasks alone. The call will be received, the CSR will work with the customer 1:1 and query the knowledge base as appropriate to retrieve the answers to customer queries. Should the query require the intervention of another group, the ticket is usually transferred electronically by the CSR.

SD Operation is planned in great detail, punctuality is therefore of utmost importance for all members.

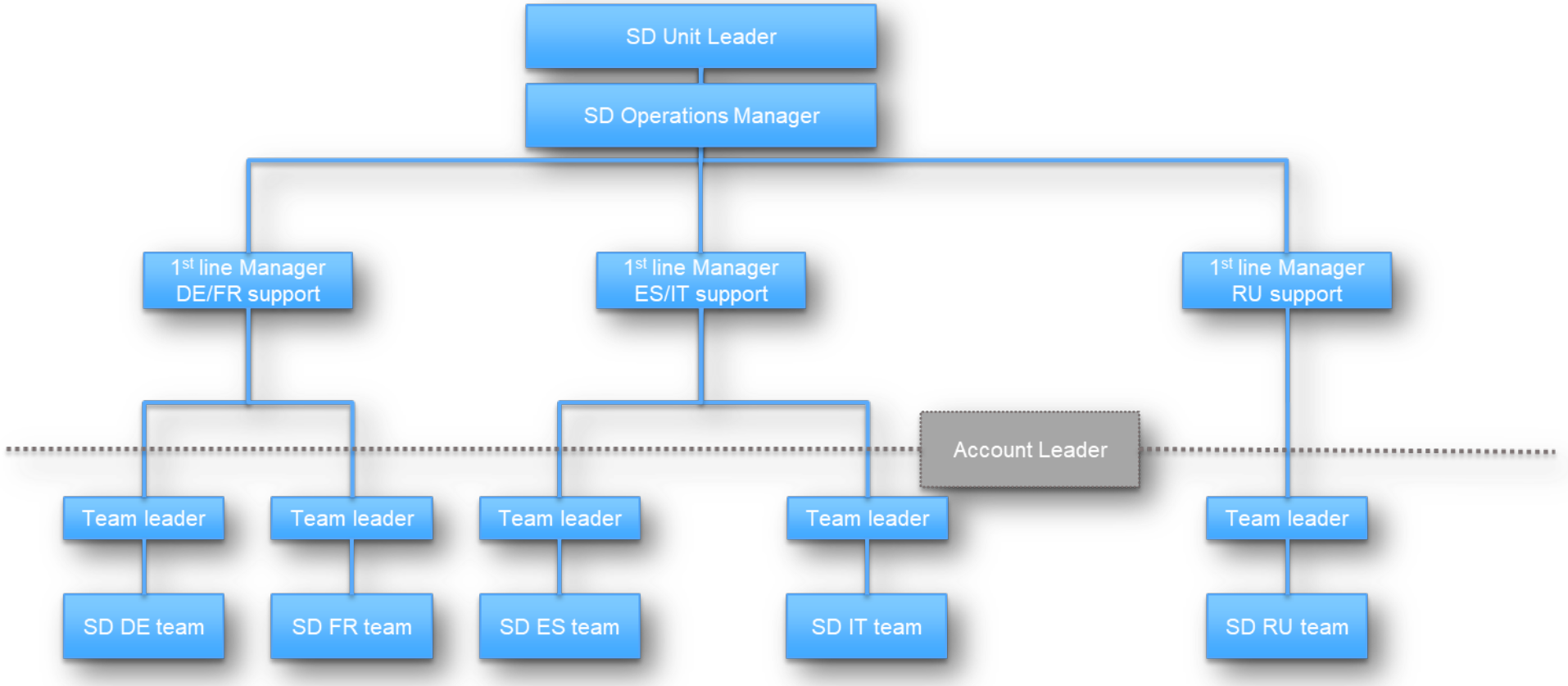
SD is a fast paced, measurement driven environment. Each CSR will be measured against multiple targets. These include punctuality, First-Call resolution, call duration/hold time usage, call quality, ticket quality, Customer Satisfaction, quantitative data as well. Given the nature of the business, data is available on a very regular basis to track performance versus targets.

Team Leader/Account Leader/Service Desk Manager

Each team will have a **Team Leader** who is responsible for the day-to-day performance of the Team. As teams can be grouped based on language or product support, they can be providing support for multiple clients/accounts. Clients are often supported through multiple teams, therefore while Team-leader is responsible for day-to-day team performance, under such circumstances there's a need for Account Leaders as well. **Account Leaders** are responsible for day-to-day performance cross teams for their clients and ensure the differences in teams performance is balanced to deliver service within contractual targets.

Each SD Manager will have 2 – 3 teams reporting to him/her, while having ownership of performance for some of the clients/accounts as well. While SD manager has ultimate responsibility for the performance of the team, he/she is less likely to be involved on the day-to-day management of the line and rather focus on long-term planning and continuity of the service. The SD Manager owns the relationship with the Customer and the Account leadership.

Roles and Responsibilities – organization chart



SD Measurements

Given the nature of the SD business, performance data is being produced minute by minute throughout the day. The key measurements are agreed with the customer in the contract.

Time metrics

AR (Abandon Rate) Example: AR <= 6%
Percentage of dropped calls over total offered (incoming) calls.

ASA (Average Speed to Answer) Example: ASA <= 20 sec
The average time (usually expressed in seconds) it takes for a Service Desk to answer an incoming call.

STA (Speed To Answer) Example: STA => 80% in 20 sec.
The percentage of incoming calls answered within a given time frame (usually expressed in seconds).

Email/Web Response Time Example: Email Resp. => 80% in 2 hrs or Avg Email Resp. <= 2 hrs
Time taken to react to customer email request (can be response or ticket creation). The calculation may be based on the same principles applied to ASA or STA.

Quality metrics

FTF (First Time Fix), SDE (Service Desk Effectiveness) or FCR (First Call Resolution)

FCR Example: FCR => 70%

Percentage of eligible requests resolved by the Service Desk with no need for technical escalation.

CSAT (Customer Satisfaction) Example: CSAT >80%

The customers will be polled to measure their satisfaction with the service provided. This is mostly done in an automated fashion through a tool or alternatively can be done through a phone call to the customer.

Targets must be: attainable, repeatable, measurable, understandable, meaningful, controllable, affordable, mutually acceptable

Glossary

SLA ::: Service Level Agreement - Contracted service level usually bound with penalties (STA,CSAT…)

SLO ::: Service Level Objective - Commitment to maintain a particular state of the service in a given period

KPI ::: Key Performance Indicator - KPI measurement may be functional to the achievement of strategic goals, quality standards, or performance assessment against any given factor

ASA ::: Average Speed of Answer - This is the average time it takes to pick up a customer telephone call

STA ::: Speed to Answer - This is the percentage of calls taken within contracted time

CSAT ::: Customer Satisfaction - This is a measure of how satisfied customers are with the service they have received from the SD.

SD ::: Service Desk - This is the formal title given to Helpdesks

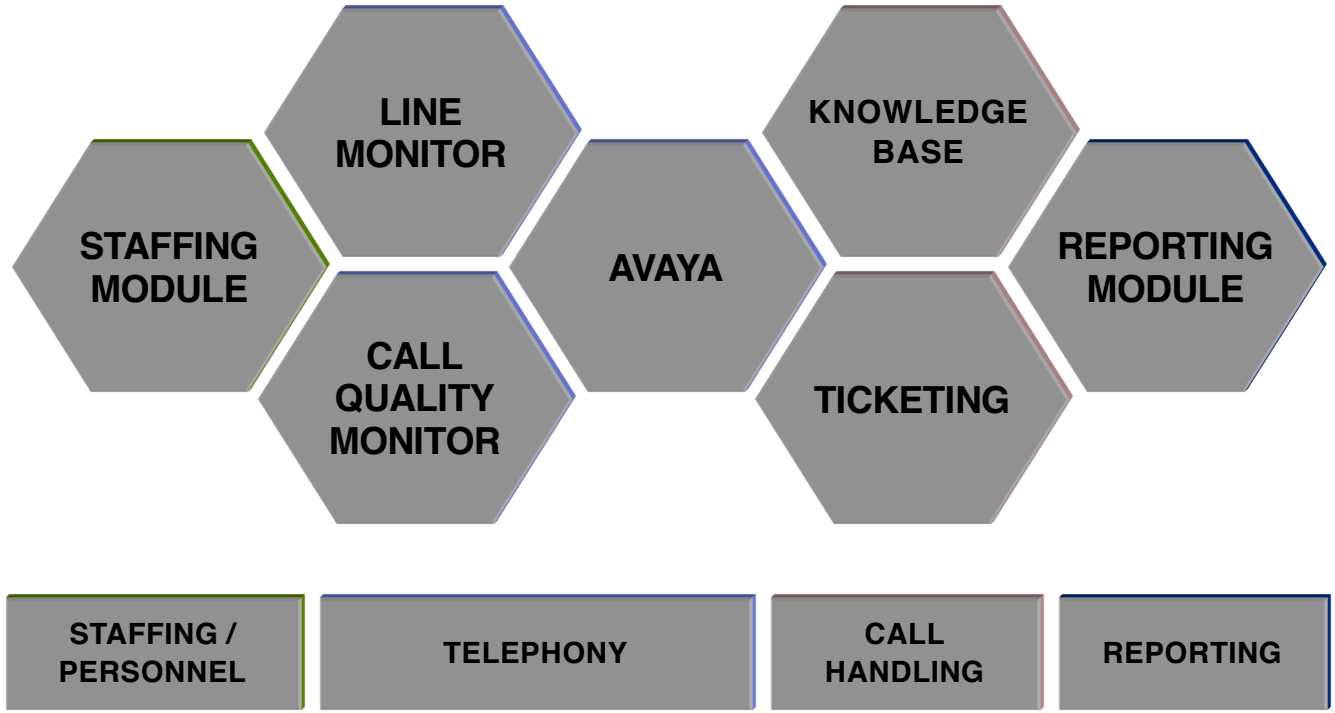
CSR ::: Customer Service representative - This is the official title of the ‘agents’ who work within the SD

KB ::: Knowledge Base – storage of specific client knowledge documentation

SPOC ::: Single point of contact – standard term for services were SD is the only function communicating with client

Supportive mechanisms and tools

TOOLS SUITE



A SD operation will employ a complex system of tools in order to effectively manage the service it provides. These tools will usually be divided into the following categories : Staffing & Personnel Management, Telephony, Call Handling and Reporting.

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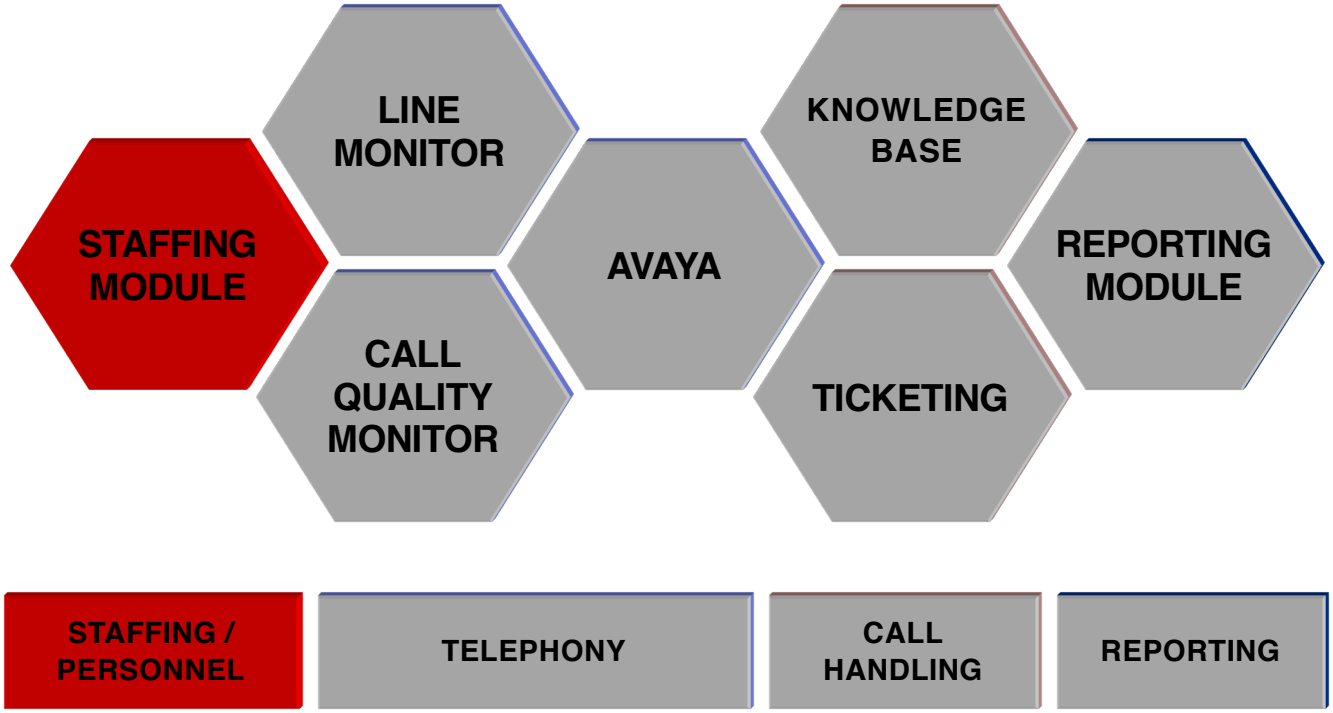

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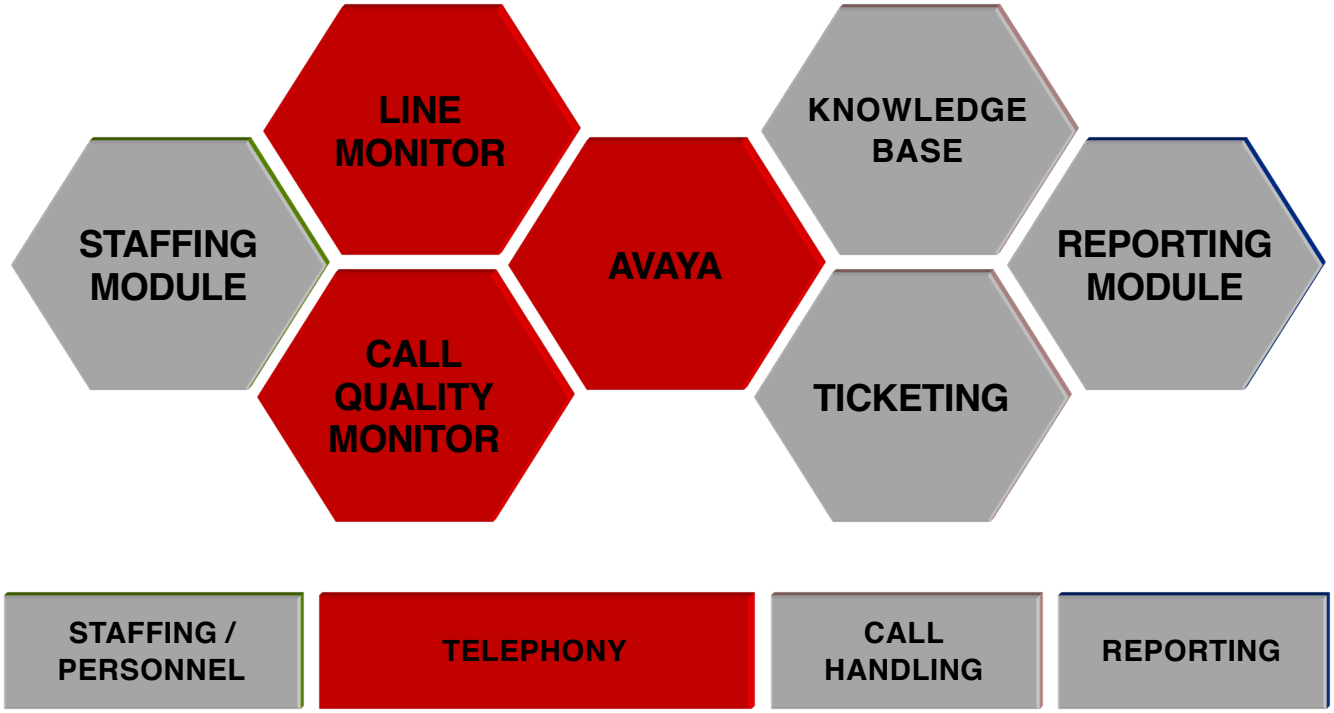

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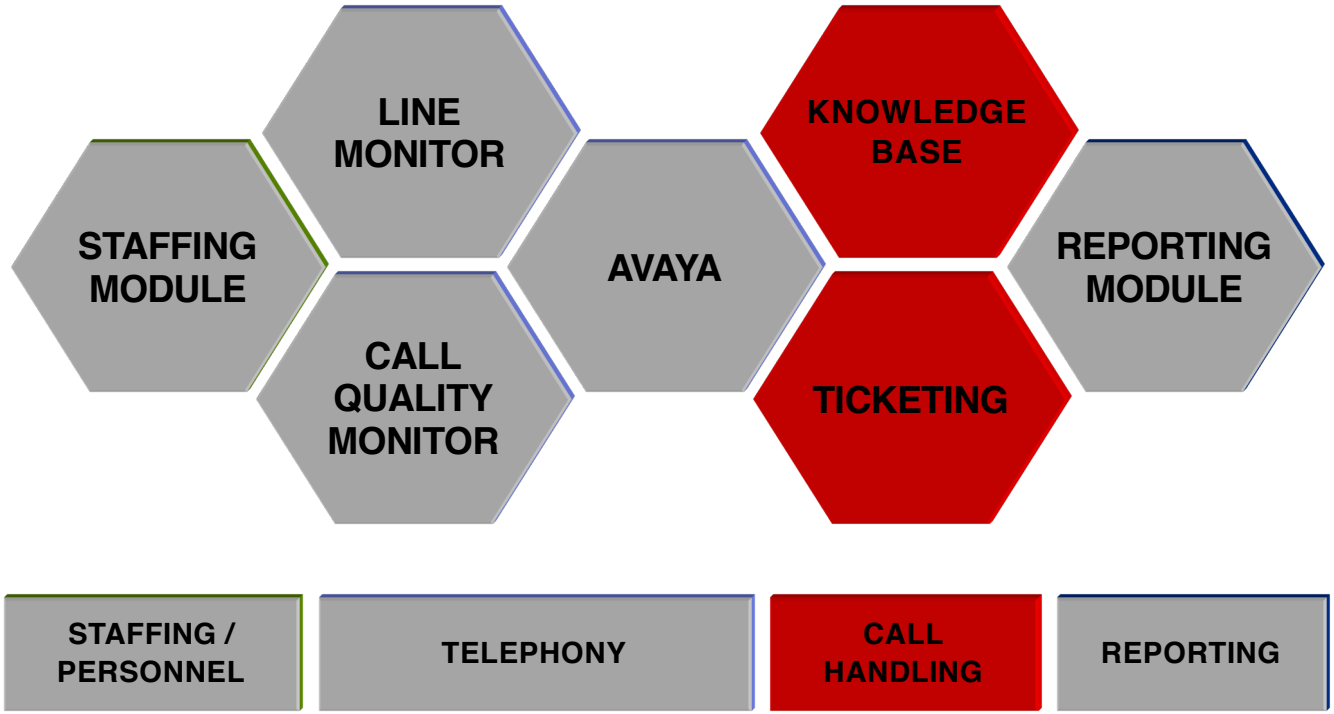
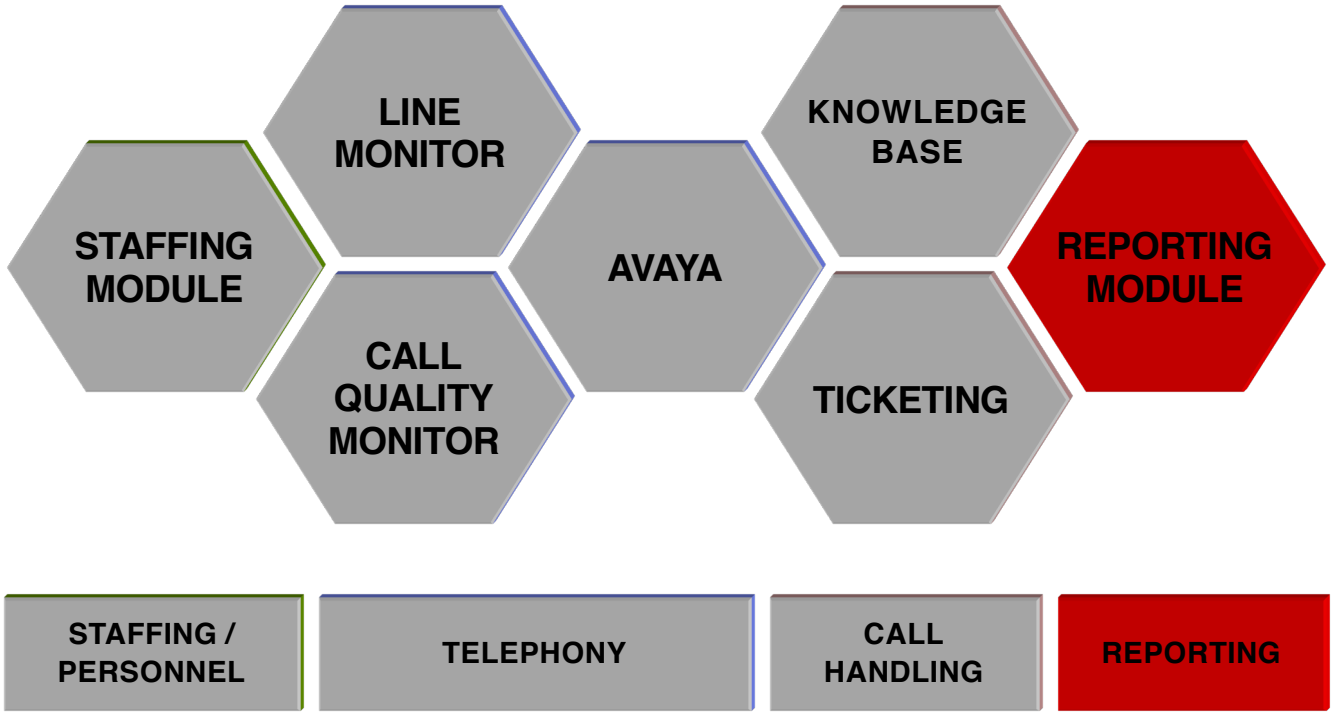


CALL HANDLING MODULE ::: Once a CSR has received a call, he/she is required to document all customer interactions in a ticketing system. It is important to carefully gather basic information about the customer's issue as these are essential for swift problem resolution. Furthermore, should the CSR be unable to resolve the query, the information will be passed electronically (though the ticketing system) to another group. These details will be by required by this group also so they need to be clearly documented in the ticket. In order to help the CSR with the resolution of the problem, he/she will use a knowledge base of information. By asking the customer clear problem determination questions and using this information to query the database, the CSR will be able to find detailed, step-by-step instructions to resolve the customer's problem.

TOOLS SUITE



Business setup

Business setup

IBM
Client Innovation Centres

Range of services

Supporting more than **500 clients**
Across all European regions as well as Global accounts

Mainframe

- Server Management
- Storage Management
- Data Management

Distributed

- Application Hosting
- Data Management
- Server Management

Mobility and Workplace

- Mobility & Workplace Device Management
- Mobility & Workplace Platform Management
- MWS Cross Service Line
- Mobile Client Care Services – Service Desk

Automation

Network services

Integrated Service Management

- Incident, Problem & Change Coordination
- Incident, Problem & Change Management
- Service Availability Managers
- Delivery Project Executives
- Service Support Management

T&T / Project Services

- Transition and Transformation
- RFS
- Delivery Transformation
- Project Office Management

Security and Risk Management

- Compliance & Regulatory Program Management
- Identity & Access / Infrastructure Protection
- Security Operations Management
- System Currency

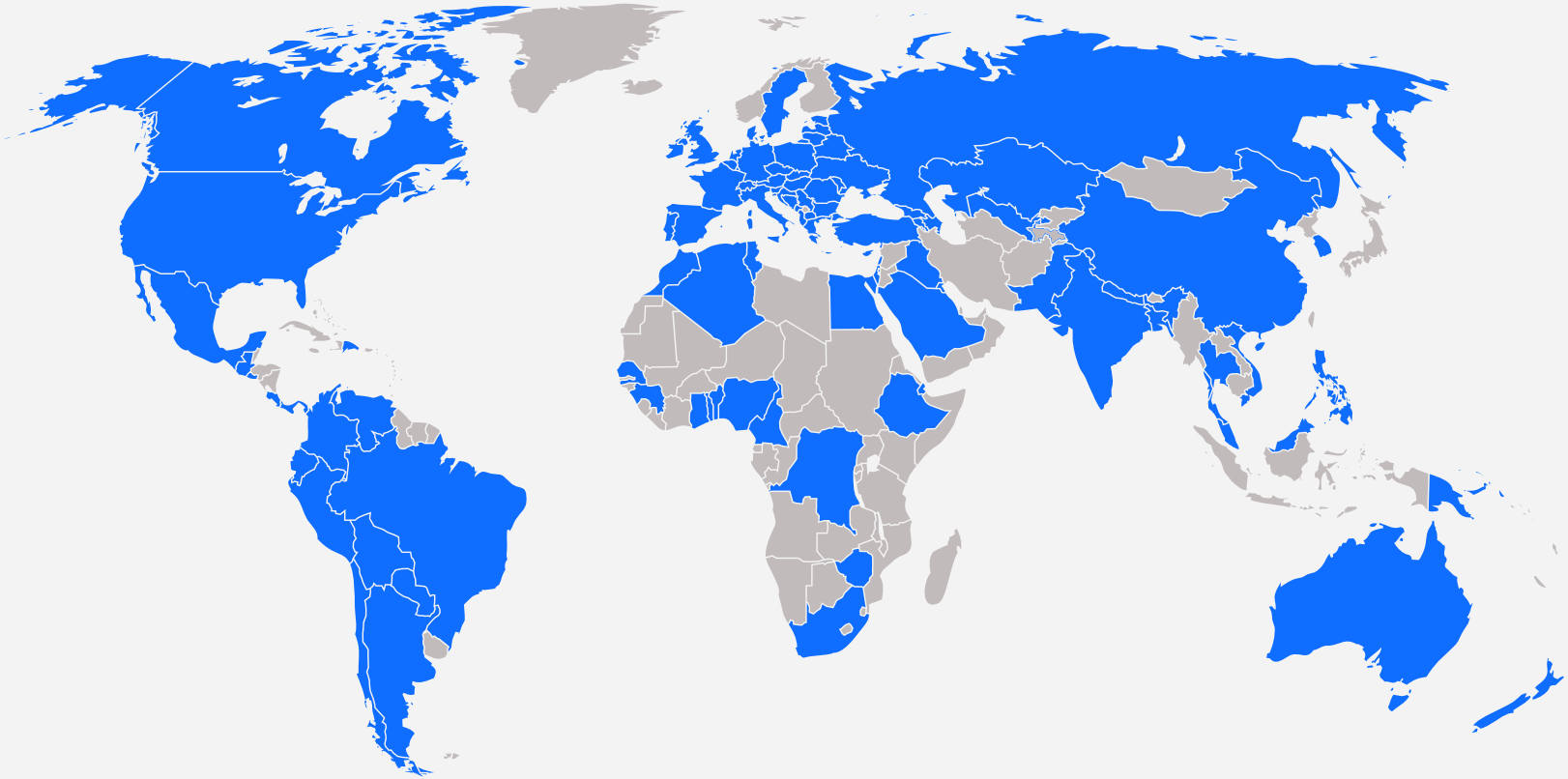
Client Management

Asset Management

Language skills

English	German	French
Czech	Russian	Spanish
Dutch	Italian	Turkish
Hungarian	Portuguese	Polish
Greek	Slovak	Brazilian

IBM **Employees Demographics**

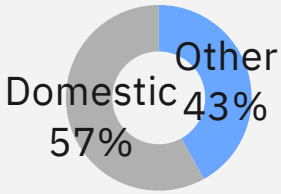


IBM **CIC CE Employees Demographics & Diversity**

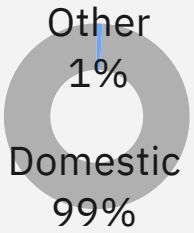
Average of Female Graduate from IT Universities is 10%

People Citizenship

Czech Republic

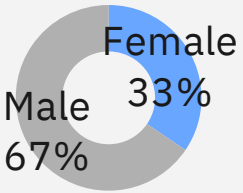


Hungary



Gender Diversity

Czech Republic



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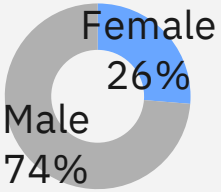
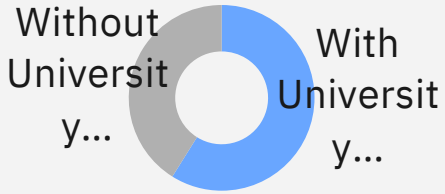


University Degree

Czech Republic



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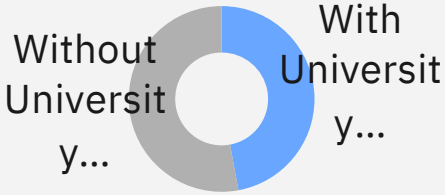
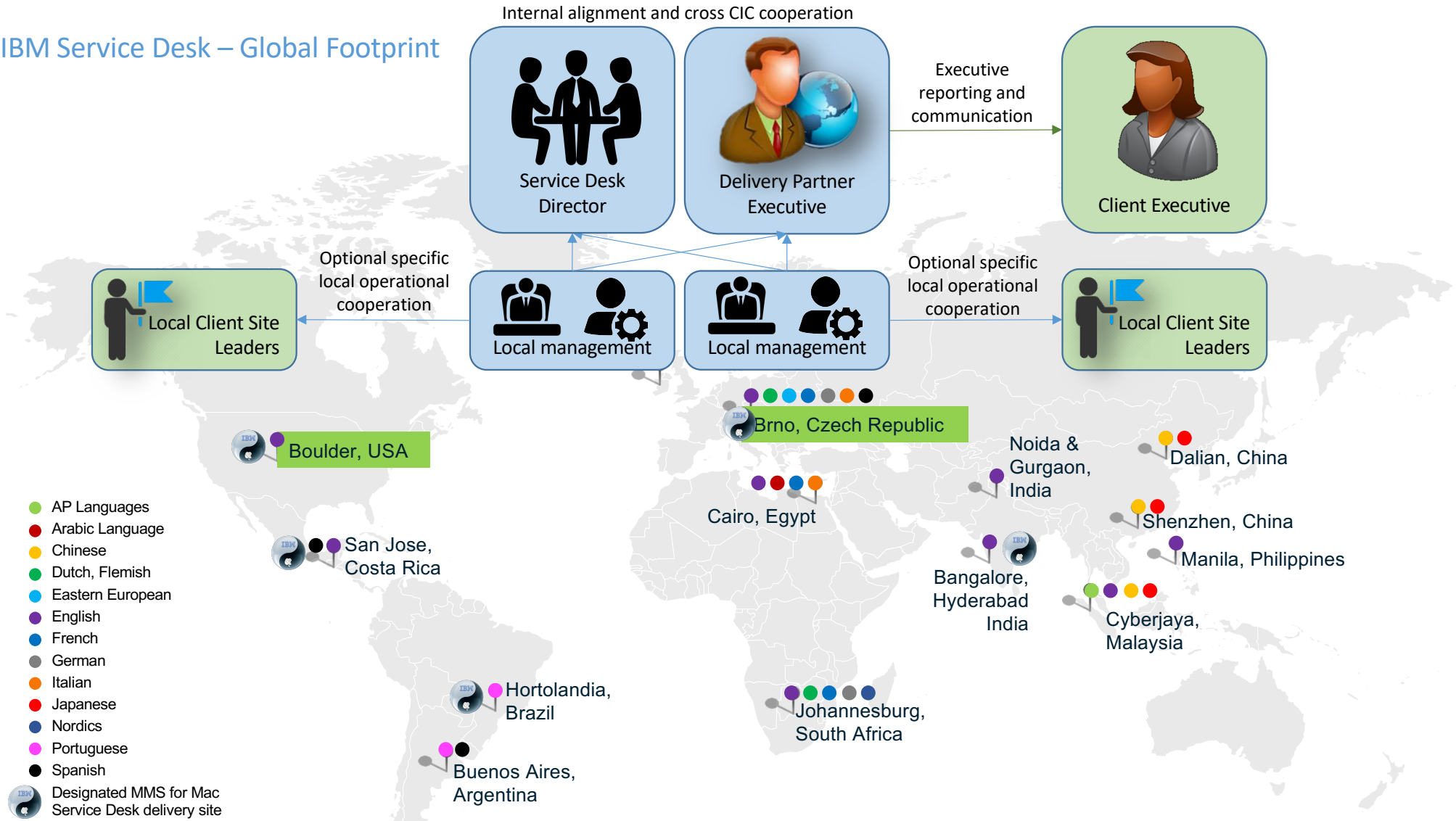


IBM Service Desk – Global Footprint

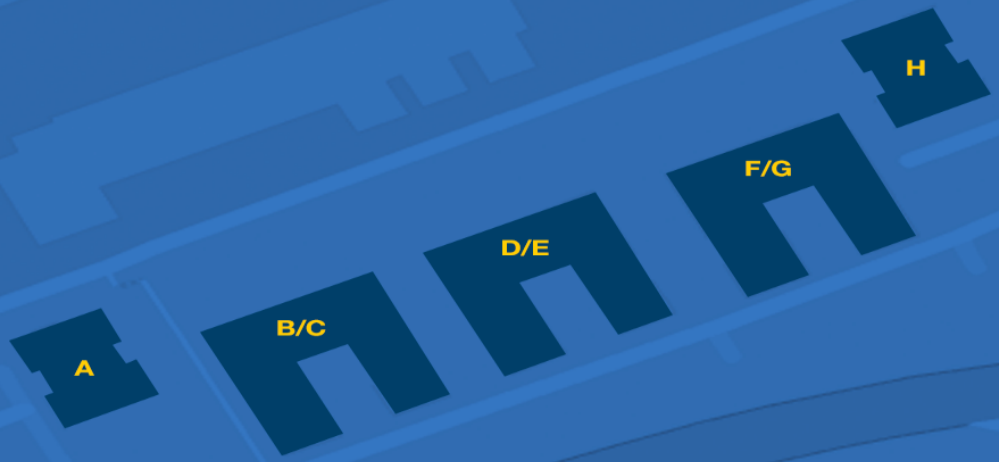
CIC Czech Republic (Brno)

Incoming contacts:	60,000 contacts/month
Languages:	16 languages
Supported countries:	50+ across all continents
Supported clients:	22 with individual requirements
Customer satisfaction:	90% average customer satisfaction

IBM Service Desk – Global Footprint



Brno site infrastructure



- **Located in adjacent buildings in a Technology Park**
- Each floor includes meeting rooms, quiet rooms and break areas with kitchenette and vending facilities
- Fully redundant infrastructure:
  - Power - UPS and Independent Diesel generators
  - Network [WAN & LAN] - voice & data. Two physically separate WAN links with connections provided by two separate providers

Business Continuity & Disaster Recovery

BC/DR Type 1 - Resilience

VOICE Independent Lines & Providers

Voice Voice

Provider A Provider B

2 Independent Switchboards

DATA Independent Lines & Providers

DATA DATA

Provider A Provider B

2 Independent Campuses

POWER Independent Lines

UPS

BUILDINGS 5 stable buldings

The IBM Client Innovation Centre is constructed with a modular & fault tolerant infrastructure. Most technical issues should be recoverable in a short period of time, as no single point o f failure exist.

BC/DR Type 2 - Plan & Backup

Emergency mobile phones

IBM alternate locations + Home Office

Up to 10% of steady state seats available in alternate IBM locations. + Home Office

Independent Diesel generator for each building

BC/DR Plan for organization of service with reduced resources

BC/DR Type 3 - Transfer of Service to Another IBM Client Innovation Centre (owned by units)

People

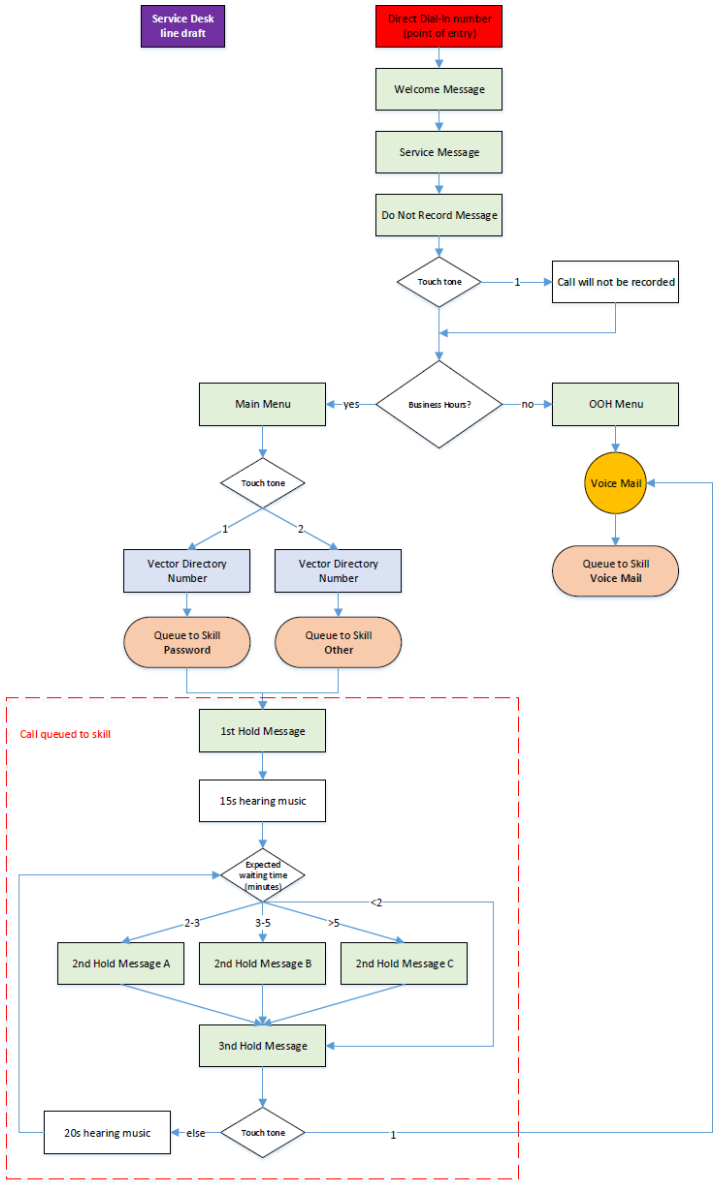
BC/DR Plan for organization of services with reduced resources

BC/DR Type 4 - Contractual BC/DR obligation

Task for IBM Client Innovation Centre Brno to be defined by GEM

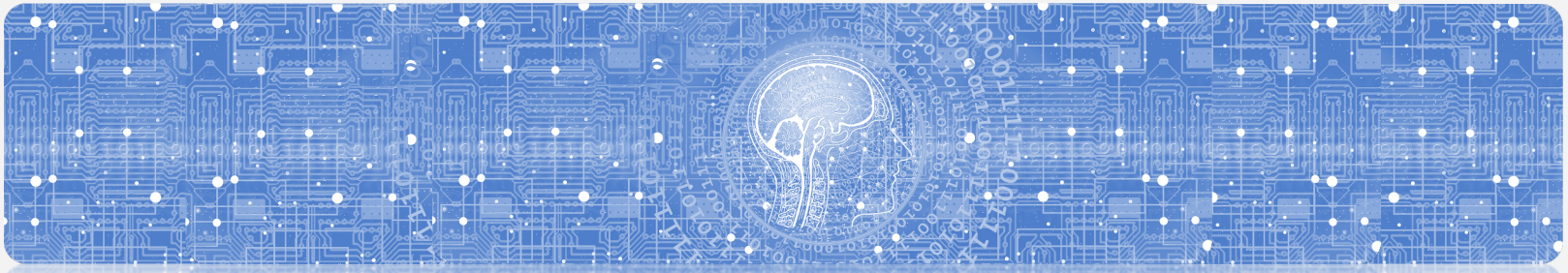
Contact Centre Shared Infrastructure (CCSI)

- Fully customisable based on client's requirements
- Provides advanced features to all it's components
- Enhances disaster recovery and business continuity options
- Enables virtualisation of agent resources cross geographical locations
- Fully customisable to client's environment and easily modified based on new requirements
- End-to-end support ensured by IBM as a Single Point of Contact (including TFN)



Delivery management

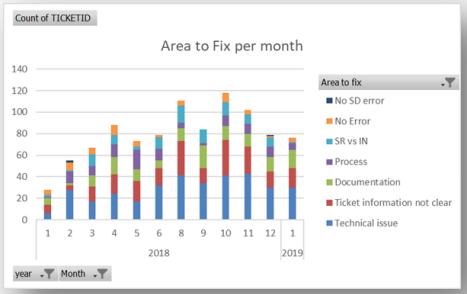
Analytics



Mis-assigned

Flagging system established (tag or worklog type) on most accounts. Supports cooperation cross groups with direct efficient focus on issue fix and RCA targeting. Reaction time to fix the flagged ticket is only 1 day. Best practice cross accounts, usually driven by Service Leader or CTS.

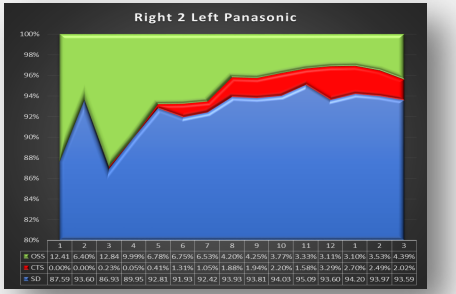
Outputs are presented to clients.



Right-2-Left

Regular checks on tickets resolved by OSS with aim to find remotely resolvable cases improving reaction time, CSAT and cost. Next each newly identified case is recorded to knowledge base. Activity is driven by each account's CTS person. R2L is measured as comparison of tickets closed by SD, CTS and OSS.

Outputs are presented to clients.

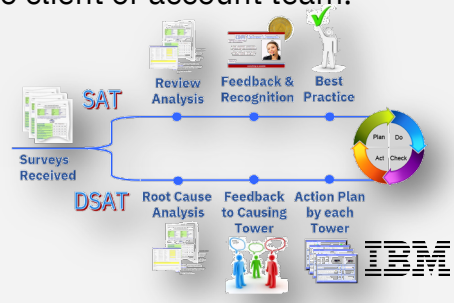


CSAT analysis

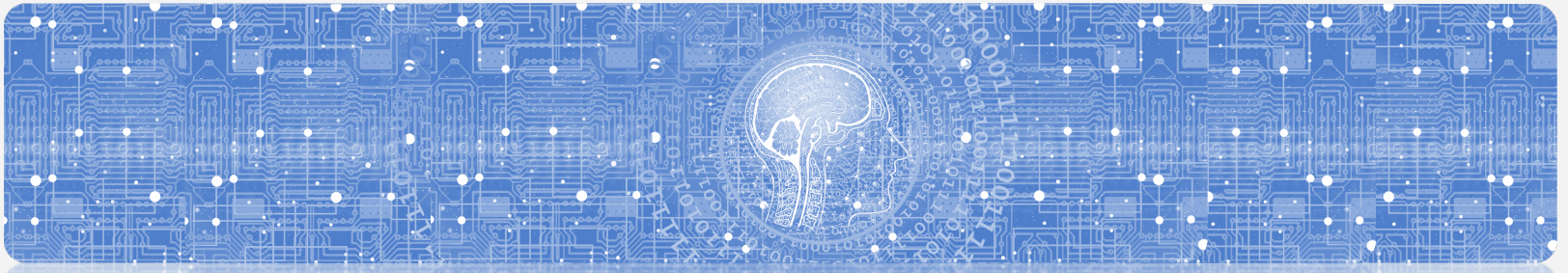
Each DSAT is analyzed by quality team, each user is called or emailed. Process is standard with minimum account deviations.

3 types of actions are derived based on causing unit

SD caused – direct feedback
IBM caused – addressed to account
Client help needed – addressed to client or account team.



Escalation process and internal reviews



Escalation process

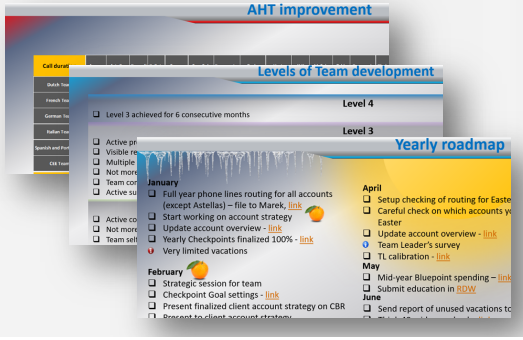
Account Customer care mailboxes streamlining escalation flow and prevent fragmented communication. Tickets flagged for easy tracking and for daily overview and speeding up of the processing. Monthly overview of escalated tickets to close the loop can be created.

Escalations per type (based on closed month)

Count of TICKETID	Mo													
Type	3	4	5	6	7	8	9	10	11	12	1	2	in progres	being closed
icket chase out of SL	10	23	45	32	35	35	25	28	31	42	41	9	8	2
Ticket chase in SLA	19	28	19	14	14	15	26	23	16	14	21	3	1	
Escalation	8	9	11	9	12	12	2	25	11	13	7	2	2	
Processed OK	1	3	1			1	3		4	1				
Grand Total	**38**	**63**	**76**	**55**	**61**	**63**	**56**	**76**	**62**	**70**	**69**	**14**	**11**	**2**
Average age	**13,5**	**9,8**	**10,8**	**23,5**	**15,4**	**21,7**	**25,8**	**19,5**	**13,5**	**15,1**	**14,3**	**7,1**	**14,4**	**3,0**
Median age	**4,2**	**4,6**	**8,1**	**7,2**	**9,8**	**12,6**	**6,1**	**7,8**	**5,0**	**5,9**	**8,7**	**5,3**	**8,4**	**3,0**
Detailed Split per type														
O365	5	11	21	15	11	11	11	9	8	11	18	1	3	
Phone	7	8	8	4	8	5	5	14	12	11	12	3	1	1
Network	3	4	9	4	5	6	8	2	9	12	8	1	2	
Account	4	9	8	10	6	9	3	4	6	7	7			
VPN	4	7	11	4	7	10	6	2	3	4	4	2	3	
PC other	2	1	3	3	2	2	6	7	5	5	5	2	1	1
LN	3	2	2	3	4	1	5	7	2	6	4			
Access	1	2	8	1	3	3		2	6	3	2	1		
Drive	1	5	2	2	3	4		2	2	3	4		1	
SAP	2	3	1	1	3	2	3	6	3	1	1	2		
Printer	3	5		4		2	3	1		2	1	1		
SLA-HOLD								15	1	2				
Hardware		2		1	4	2	1	1	3	2		1		
VDI	2	1	1	2	4	3		1						
Security	1	1					3	1	2	1	1			

Continuous business review

Monthly review per team account lead by Business Operations Manager covering main topics in the unit, team, account, unit strategy, operational points, people development...



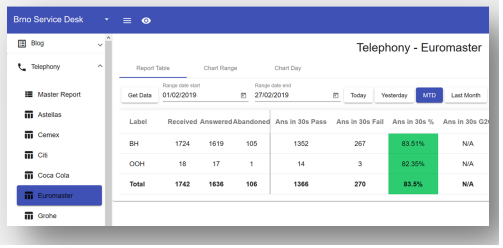
Delivery management

Live reporting
workloads visible to all people

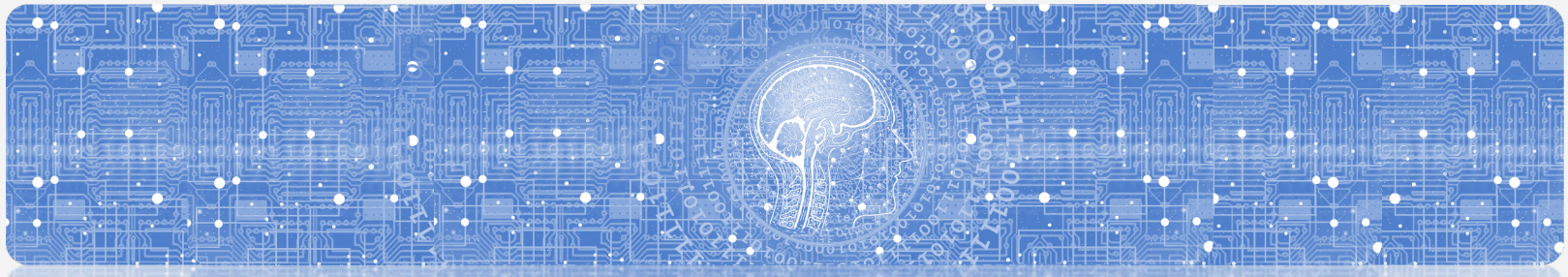
Half-hourly reports for leaders

Daily Service Level and KPI performance overview (risk assessment and decision making)

Regular cross geography touchpoints for MTD results (weekly in BAU)



External quality system



Governance and reporting

During initial phase, there is a daily interlock with higher amount of daily data.

In BAU, there is only weekly and monthly interlock.

Each report must has a specific purpose to measure success of underlaying actions, reports not driving anything are not accepted or cancelled.

Interlocks

Weekly interlocks are serving operational purposes, usually excel AP

Monthly interlocks are designed for service overview, results of detailed analysis – eg. misassigned, R2L, escalations, call drivers, CSAT, progress of bigger points of improvement, SLA review...

Based on the size the account, the pack varies.

Strategy planning

Strategic planning is ensuring execution of meaningful long-term plans. Creation of such plan usually requires client visit and ideally visit of IBM on client site to gather the necessary feelings and data to define matching problem statements, objectives, goals, tasks and measurements.

This is reviewed every month, both IBM and client have usually part of the actions to drive.

IBM helps to identify such cases and provides best practices far these.

IBM Workplace Support Services with Watson

Focus on reinventing workplace support

IBM **Services**

IBM

Our strategies are guided by three drivers of change that impact how enterprises will need to support their end users

Explosive growth of devices and technology

Exponential technology growth
By 2020, **80%** of outsourced service desks for global enterprises will no longer require human service desk agents for the first contact.[1]

Globalization and mobile workforce

A global office
Around **89%** of the global workforce will be mobile by 2020. [2]

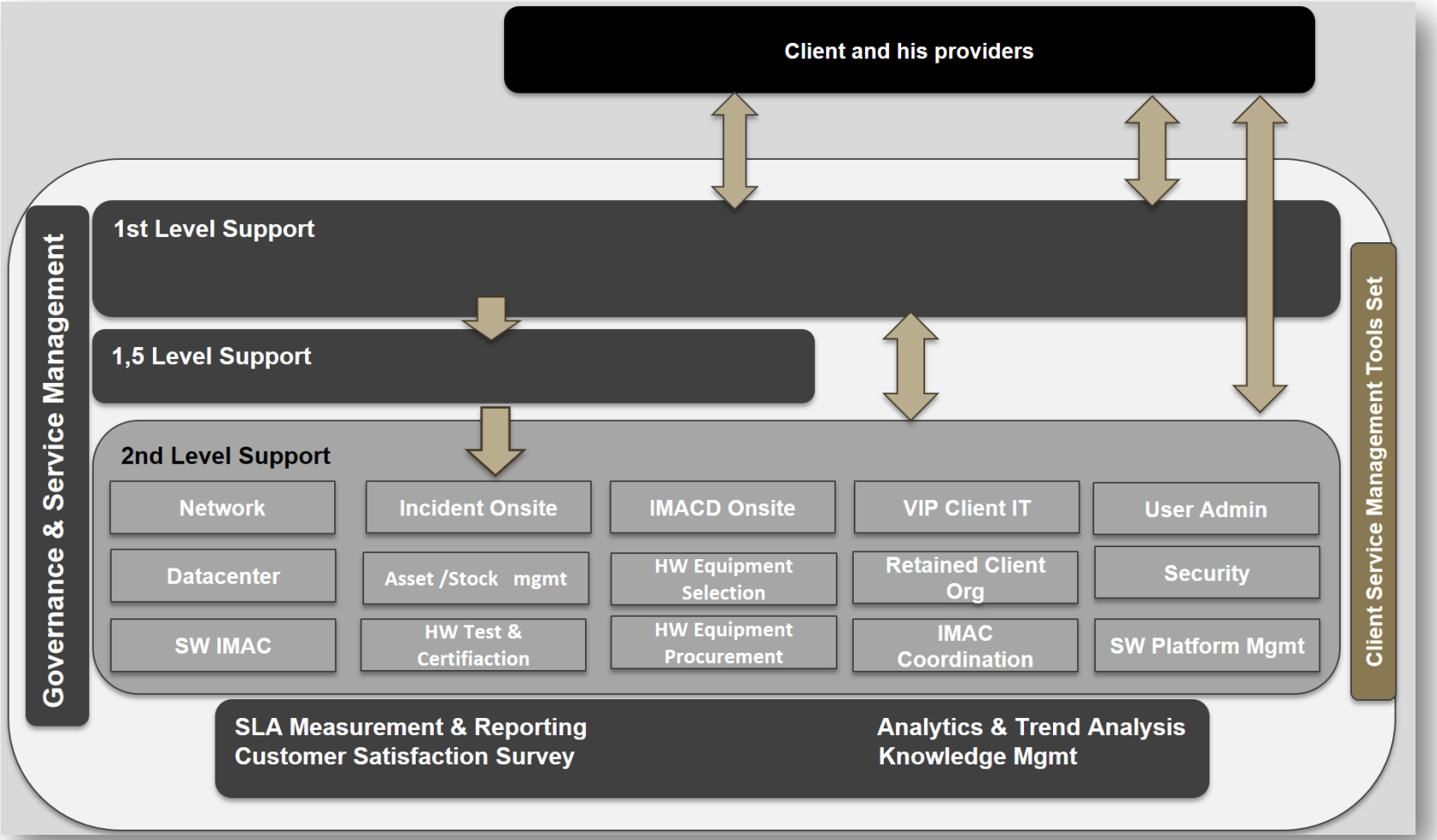
Workforce demographics

Evolving workforce
By 2020, five different generations will be in the workforce together for the first time ever.[3] **75%** of millennials consider an organization's technology when deciding on employment.[4]

Remember?

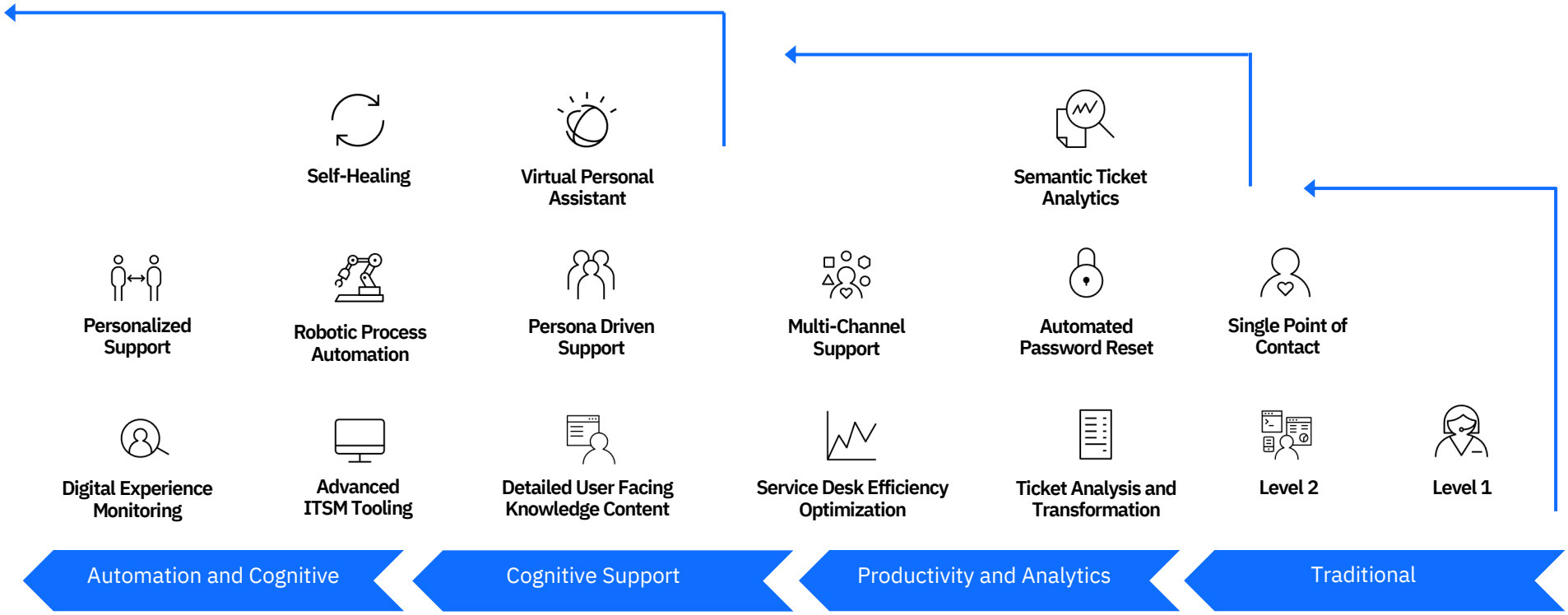
Digital Workplace Support

An integrated, omnichannel service

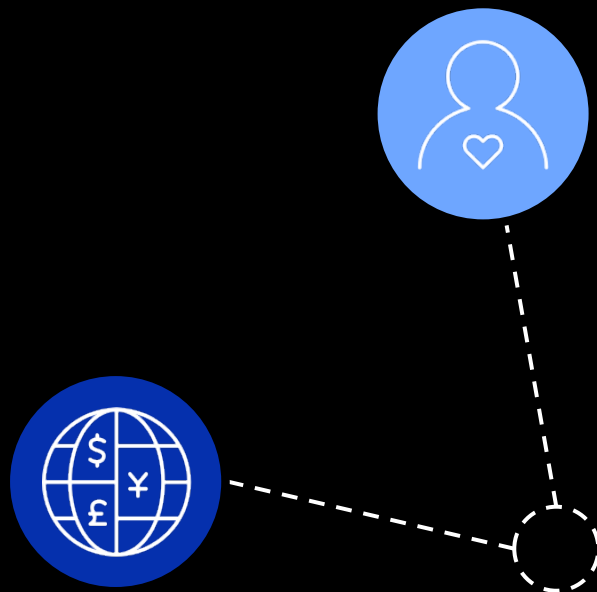


3

IBM works with clients to build a roadmap for the future of their IT End User Support.



Workplace Support Services with Watson is focused on transforming IT support



Deliver a superior end-user experience

- Ubiquitous, persona-driven architecture enables a personalized experience
- Maintains contact no matter the device and enables “follow me” support regardless of channel

Lower total cost of ownership

- Automation and self-service provide low- or no-touch problem resolution
- Enables workforce to become more self sufficient and productive

Drive business outcomes

- Predicatively or proactively resolves issues
- Self healing drives down number of incidents and reduces MTTR


That's all Folks!