



BIRDLIFE - CASE STUDY >> POWERED BY ATECH SUPPORT

## USERS RECEIVE A QUICKER RESPONSE AT A BETTER COST WITH CLEAR PARAMETERS & EXPECTATIONS OF HOW THE SERVICE WILL BE DELIVERED.

### CLIENT

BirdLife International - The Worlds Largest nature Conservation partnership working together as one, for nature and people with over 120 partners and over 13 million members and supporters worldwide.

**SECTOR** : Not for profit (Charity)

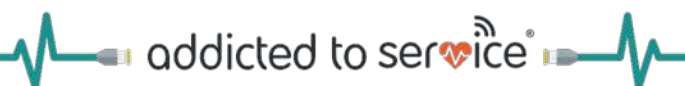


### THE SITUATION

The incumbent's Service Desk had a reputation. The current IT Support Desk delivered poor response times, inadequate resolution, no structure and created an inefficient and unprofessional barrier between service and the business users. Internal customers of the service felt dissatisfied, frustrated and underwhelmed. Moreover the service was impossible to measure, cost or manage as boundaries, agreements and structure were non existent. Tickets were not actioned on time. To add to these issues BirdLife needed global IT support.

### WHAT ATECH DELIVERED

A controlled, customer specific measurable Service Desk with clear parameters, expectations and controlled realistic deliverables regularly monitored and compared to user expectation with clear communication of goals and target achievement. Users of the Service Desk started to experience a professional well run offering that met their needs and provided timely resolution by highly qualified experienced individuals alongside additional support and insight. The image and reputation of the Service Desk was rebuilt and improved to a standard beyond expectation.





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### THE CHALLENGES: WILLINGNESS AND REPUTATION

An inefficient and costly Service Desk provision was damaging the reputation of IT within BirdLife and everyone coming into contact with the Service Desk was assuming that the service they received was indicative of IT delivery across the board. Customers were forming their opinions based not only on their hardware and the IT services they consume but also on: the “IT people” they came into contact with, how these people performed, and how they (the customer) were treated. Also think about the context – it’s usually when the IT isn’t working and the customer is unable to do their job.

- 9% of companies’ IT staff are estimated to lose one working day or more per week on tackling IT problems and chasing suppliers.
- Employees are also losing an average of five hours per week due to IT service issues.
- 69% of respondents have dropped IT suppliers in the past 12 months because of customer service shortfalls.

#### **\*Fact\***

***“UK companies lose a shocking one billion man hours every year chasing IT providers.”***

After understanding the call volumes and their trends (everything from call time to why customers are calling) this enables the root causes to be identified.

### WHERE AND HOW DID THE REHABILITATION TAKE PLACE?

The Client approached Atech as a new supplier for their outsourced remote support. They wanted a UK Service Desk that could cater for 250+ employees worldwide.

Atech embarked on a 6 week on-boarding process using a dedicated project manager, on-boarding specialist and service delivery manager to ensure a smooth transition.

Next we undertook a comprehensive audit of BirdLife’s IT infrastructure & reviewed its IT & Security policy.

The support package designed was based on this information-gathering phase and accurately reflected the needs of the customer.

Examples of how the service was described: e.g. poor, unhelpful, takes too long, same thing happens again and again, what are they there for?? Reputational statements





## WHAT DID THE CUSTOMERS REALLY NEED AND HOW WAS IT COMMUNICATED

Service Desk is the interface between the business & IT and in many cases the only IT representative that an end-user ever comes in contact with. It is the focal point for end-users, wishing to request IT services or have an IT problem they need resolved.

There are many ways to measure the performance of the Service Desk and the various functions it performs. Some performance measures are contractually driven, while other measures may be for internal governance purposes.

But how do we know when the Service Desk is performing well?

When the service level agreement (SLA) report shows green (no breaches) or when the incident report shows a decline in the number of serious incidents?

SLAs are invariably contractual measures that may not match customer expectations. It is not uncommon for SLAs to be satisfied whilst IT management receive complaints directly from the business about ongoing issues of poor performance or perceived poor performance.

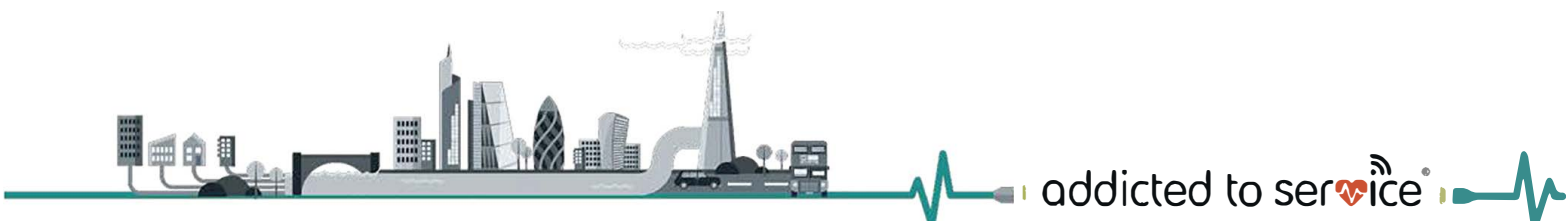
While SLAs are necessary performance measures for governance purposes, ultimately it is customer satisfaction that will determine the relative success or failure of a Service Desk.

This measure is usually captured via an end-user survey and as we all know, customers tend to be satisfied when their expectations are met.

Therefore, understanding end-users expectations is essential to deliver services that lead to satisfied customers. We want to avoid a situation where the relationship between a Service Desk and its end-users is one of 'Us and Them' – where the end-users feel like they are misunderstood and that reaching out for IT support is an acrimonious experience.

Ultimately, all that matters to end-users is that IT works well enough to do their job and when it doesn't they can contact the Service Desk quickly and easily to have the issue resolved. This can prove to be challenging at times and does often require the participation of end-users.

In order for a Service Desk to be in a position to understand, manage or meet these expectations there are certain essential elements that need to be in place.





## THE SOLUTION: A REPUTATION DRIVEN SERVICE DELIVERY MODEL BASED ON METRICS, COMMUNICATION AND MEETING THE "REAL" NEEDS OF THE SATISFIED USER



Remediating a failing Service Desk requires multiple and varied actions dependent upon the root cause of the issues. The approach to identifying and rectifying those root causes can be managed effectively by following a logical framework.

Essential elements to a well functioning Service Desk in order to not only meet end-user expectations but consistently exceed these expectations:

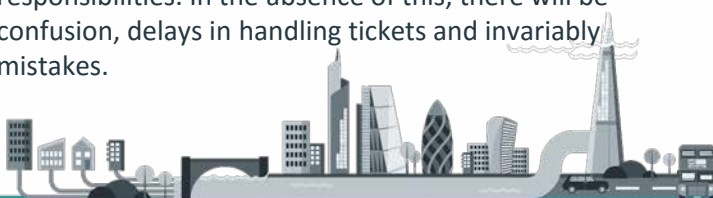
- **Qualified staff** – good customer service requires the right competence. Not everyone is cut out for a Service Desk (customer service) role. The requisite skills include patience, being a good listener, politeness and of course IT knowledge.
- **Effective communication** – communication is essential and should flow freely among Service Desk employees, users, and management. It should be clear and transparent, especially when implementing changes that effect end-user. There should also be a clear escalation process and effective posting of notifications.
- **Motivated and positive people** – with a clear and well communicated definition of their role. Open and positive culture, self-awareness, development and improvement opportunities. For example, improving first line resolution capability by transferring knowledge up from second line support not only reduces cost but can also stimulate the Service Desk.
- **Well defined processes & procedures** – in order for the Service Desk, or any other part of an IT organisation for that matter, to function effectively there must be well defined policies, processes and procedures with clearly defined roles and responsibilities. In the absence of this, there will be confusion, delays in handling tickets and invariably mistakes.

- **Continuous service improvement** – although the idea of continually improving is commonly understood and expected, there needs to be an established process for capturing, analyzing, implementing and measuring these improvements on a continual basis. That is, by way of survey results, feedback or Service Desk personnel, patterns emerge that identify areas of improvement. These issues should then be captured, analysed and an improvement identified and implemented. Lastly, established metrics are then monitored to determine whether or not the change resolved the issue.
- **The right tool set** – a well-functioning Service Desk requires a tool set that provides the necessary support for all underlying Service Desk processes such as incident management, problem management and request fulfillment. For example, a decent ticket handling system, a structured self-service portal in order to get the right information to the Service Desk when reporting incidents and sending requests, whilst minimising the need for e-mail communication with the Service Desk.
- **Effective reporting** – there should be sufficient reporting capability in order to follow up on key performance indicators (KPIs) and SLAs, so that you can keep track of the quality of the services provided by the Service Desk.

### TESTING & FEEDBACK ALONG THE WAY

Our Service Desk is focused on supporting BirdLife's entire IT infrastructure. Being efficient in responding to incidents is crucial but we also proactively monitor the systems to try and stop the issues happening in the first place.

Using a range of diagnostic tools, we can predict issues before they become serious problems for BirdLife and its partners. Ensuring the network runs smoothly and efficiently at all times whilst maximizing operational uptime.







## THE RESULT

According to ITIL, the definition of a Service Desk is – A the single point of contact between users and IT Service Management. Tasks include handling incidents and requests, and providing an interface for other ITIL processes. The primary functions of the Service Desk are incident control, life cycle management of all service requests, and communicating with the customer.

Governance is essential throughout any IT organisation; however it must be relevant, coordinated and integrated.

Although the ability to govern effectively is dependent on the process and organisational maturity, effective Service Desk governance would typically include:

- Performance based – establish metrics that will provide an assessment of how well the Service Desk is meeting customer expectations and also will help to monitor improvement progress. Conduct a baseline assessment against which to measure progress.
- Established communication – ensure scheduled meetings where issues are discussed, actions identified and assigned and unresolved matters are escalated.
- Clearly defined roles and responsibilities – define roles and responsibilities clearly to ensure that there is no misunderstanding as to who is responsible for what and who is accountable. That is, the Service Desk is responsible for maintaining and improving the delivery of Service Desk services whilst the SMO is responsible for driving the performance of the Service Desk.
- Collaboration – it is important that the SMO convey both internally and externally that we are working together to deliver the best Service Desk possible. There should not be an 'Us versus Them' mentality.
- Solution oriented – develop a pragmatic and solution oriented mind-set.

By switching the IT focus on processes the infrastructure delivers value add to the corporate users and customers. Once the services and processes are defined, the Service Desk monitors them and the company focuses on it's strategic and tactical business plan.

A good Service Desk improves a company's customer satisfaction by allowing the company to implement their business plan. A good Service Desk improves a company's satisfaction by managing IT costs while managing the lifecycles of the IT processes and by utilizing ITIL best practices.

A good Service Desk communicates effectively and efficiently with each end-user.

## KEY LESSONS LEARNT

- Understand the real needs of the users and the patterns of problems identified – Analyse what you are seeing/hearing and reading
- Keep interfaces and communication methods simple and intuitive
- Listen to the major concerns of the users
- Set realistic expectations and Service level Agreements
- Regularly communicate and publish results – get your statistics right and meaningful
- Share the improvements and identify the next phase of development
- Understand and investigate what is creating the majority of case problems and offer recommendations for improvement

