



SERVICE DESK INSTITUTE

A SERVICE TRANSFORMATION SUCCESS STORY

CASE STUDY



WINNERS 'Best Service Improvement Project'



Divisions

Packaging, paper and recycling



Location

Over 300 sites across the UK, Europe and North America.



Employee count

31,000 employees

ABOUT DS SMITH

DS Smith Plc is an FTSE100 index sustainable packaging company founded in the 1940s in East London. Today, it has three operating divisions: Packaging, Paper and Recycling over 300 sites across the UK, Europe and North America. The IT organisation is 400 people strong and supports a connected user base of 19,000 employees globally.

To enable scalability, expertise and global reach, DS Smith uses partners to deliver some of its key services in collaboration with internal teams. DS Smith has enjoyed both organic and acquisitive growth to date, which brings with it benefits and challenges, particularly from an IT support perspective.



“IT Now is a foundational building block for our IT service, modernising how users get help through self-service and live Chat capabilities and a mobile app. This not only digitises the user experience but also automates at the back end our ticket management, enabling data on trends / root causes to be better understood and proactively resolved.

I am impressed with the progress made in the first year and look forward to the continued evolution of the service over the next few years.”

— Claire Dickson
Group Chief Information Officer



THE CHALLENGES

After several failed service transformations, it was identified that the federated nature of our Support Model was a contributing factor to why IT was not succeeding. There were multiple routes into IT, different levels of service and inconsistent processes, and lack of organisation-wide visibility made reporting difficult to implement changes and measure the impact that would delight our users.

ABOUT THE PROJECT

We established a Programme to consolidate Service Desks and implement a SIAM function to centralise IT Service delivery. The Steering Committee agreed that centralising the Service Desk could deliver consistent multi-lingual service with broader availability.

Processes could be standardised and implemented with supporting ServiceNow configuration.

Implementing a SIAM function to manage suppliers would result in a more cohesively managed IT operation with standardised reporting.

The aim was to overcome the challenges:

- 1 No single entry point to IT
- 2 Inconsistent Hours of operation
- 3 Multiple supplier interfaces
- 4 Escalations are not always visible
- 5 Major Incident handling



STRATEGIC ALIGNMENT

The three areas of alignment with the DS Smith Business strategy are:

- 1 DOUBLE THE SIZE & PROFITABILITY OF THE BUSINESS**

A centralised Service Desk allows us to transition acquisitions into a known structure. We are better positioned to transition out services and report on our TSA performance for divestment activity.
- 2 TRUSTED, STRATEGIC PARTNERSHIPS**

We displaced 4 smaller suppliers in favour of the selected Partner, delivering Service Desk & SIAM. One strategic aim is to work with fewer but larger suppliers to reduce complexity, improve capability and optimise our costs.
- 3 SOLUTIONS FOR A CHANGING WORLD**

Innovative channels, like Live Chat, allow users to interact with the Service Desk in any one of 16 languages, 24/7. A mobile app was deployed, and remote working through the pandemic was supported by the app and live chat.

PROJECT SPONSORSHIP

The proposal was made to the IT Management Team who agreed to sponsor the Programme. The Steering Committee then presented regularly to the Board to show alignment with the Business strategy. The Business case explained the positive impact on Service levels & Costs and how it supported our core values.

Contracting in March 2020, we had 5 months to plan the transition, onboard resources and prepare for a September kick-off. The transition was an aggressive 6 months to keep momentum and generate excitement.

PROJECT DELIVERY

We engaged the following Teams to support communication and split the content into IT Communication and End User Communication streams.

- Internal Communications
- Branding & Marketing
- Organisational Change Management
- HR

We held 3 Town Halls running up to go live, sharing information on the future service. We also sent translated emails as a countdown to going live. 100 'Champions' were nominated to cascade communications into the Business and feedback.

There were over 200 DS Smith employees involved in this transition. Awareness grew fast as more people were involved.



MEASUREMENTS OF SUCCESS

PROJECT GOALS & OBJECTIVES

Goal 1: Provide a single 'front door' into IT across the whole of DS Smith

Goal 2: Improve quality and consistency of service

Goal 3: Standardisation of processes and service governance

Goal 4: XLA driven service focussing on end user experience and customer satisfaction

Goal 5: Scalability for e.g. new acquisitions and into new service areas

Goal 6: Mature partnership with a globally capable service provider

THE DEFINED KPIS & CSFS

The service focus, based on the feedback from DS Smith users, is to be responsive and to make users happy by meeting their needs.

We agreed on the following Critical Service Measures:

Customer satisfaction score

> = 7 out of 10 reported monthly



First Contact Resolution for Incidents agreed as resolvable by the Service Desk



How did you record and manage the measurements?

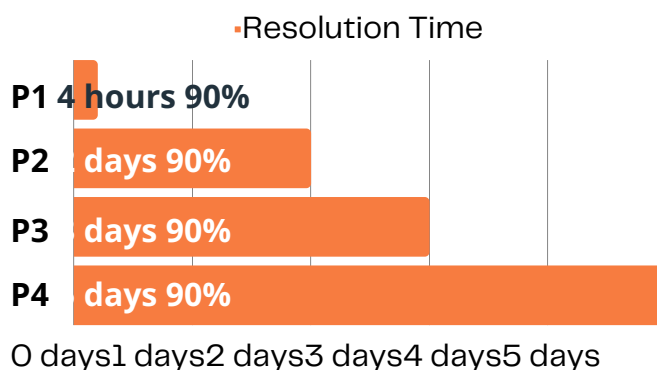
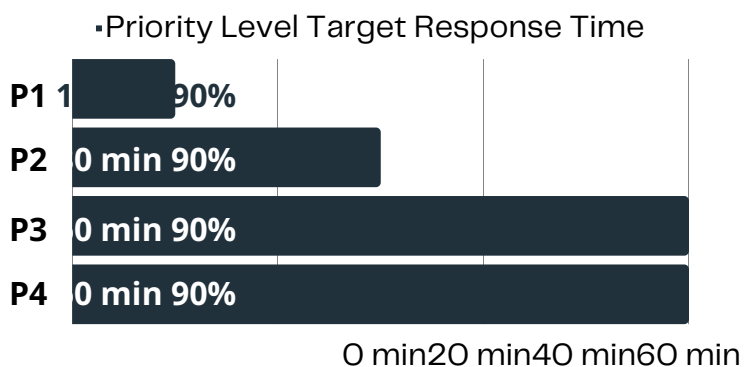
Daily Service Desk huddles are used to discuss feedback from the previous day and focus areas for the day ahead.

Weekly Operational Reports are produced using data from ServiceNow Dashboards, Phone System and Chat Platform to show SLA performance and trending Monthly Service Reviews. Additionally, all DSAT (Customer satisfaction scores of 6 or below) are followed up with the end-user and any themes arising are discussed.

After going live, we moved from Hyper care into a focussed Service Improvement Plan and then into the Continual Service Improvement cycle, which already has a healthy amount of entries. There was continued focus on things that were and were not working well, allowing us to respond accordingly.

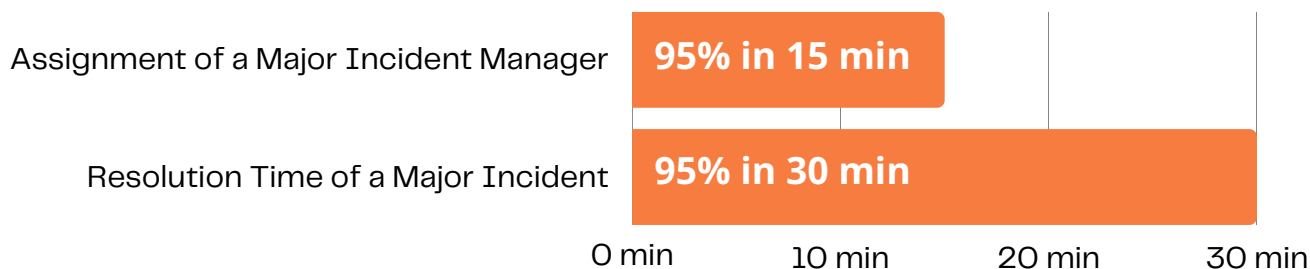
Incident Response/Resolution Targets

The % achieved for both Target Response Time and Resolution Time was 90%.

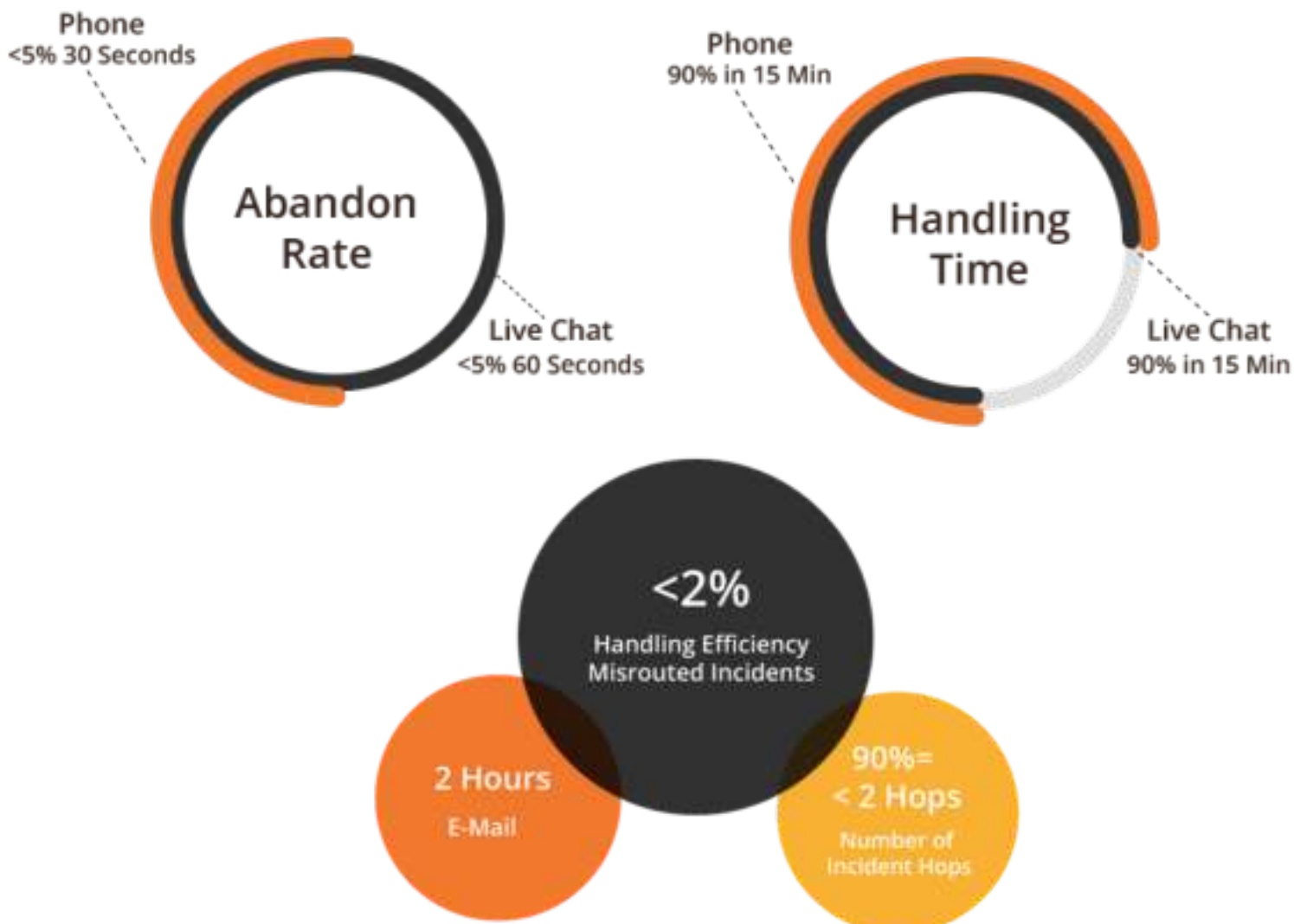


Incident Response/Resolution Targets

The % achieved for both Target Response Time and Resolution Time for Major Incident was 95%.



Channel Response Times





THE IMPACT

How has the improvement benefitted the culture of support and relationship within the business?

The perception of IT in the business has historically been quite poor, owing to slow response times, inconsistent processes, and prioritisation of Projects over Incidents. Our CSAT commentary from end-users is now contrary to that, and there is growing confidence in the new Service Desk & SIAM service. Acknowledging that this has been a significant cultural change and shift in our operating model, we've had great engagement and support from the Business Partner community, which has been invaluable in gaining and maintaining traction with the Business. When things got tough in the early days, the Regional Management Teams maintained the support of the Service, encouraging their Teams to bear with us and understand that it would take some time to embed. This slowly but surely brought their teams on the journey.

How has this improvement enabled the business to improve the service they deliver to their customers?

- Improved incident resolution times resulting in shorter outage durations.
- Smaller Incident backlogs mean the Service Desk is more engaged in and progressing open Incidents/Service Requests.
- Better communication with stakeholders allows them to manage the expectations of their Teams/Customers during outages.
- Mobile enablement, so support is available from anywhere at any time.
- Self-healing allows users to fix some issues themselves and stay operational.



THE LEARNING EXPERIENCE

What are the key lessons you learned?

- 1 Frequently communicating our desired outcomes i.e. centralised Service Desk and SIAM function, the reasons for making these changes and the expected benefits have really helped traction with the wider IT Team who were initially unsettled at the prospect.
- 2 In an aggressive transition timeframe, there are likely to be misses/oversights. We didn't ignore them as they arose, they were either handled, or a plan to address them was agreed upon.
- 3 We didn't get it all right from day one, but established and frequent updates to the Business Partners and IT Support Teams allowed everyone to see what we were working to resolve and the status. This helped maintain confidence in the service.
- 4 Most things are possible remotely but, in some cases, require you to be creative about how we get to the end result in the required timeframe.

What one thing would you do differently if you had the chance?

To have the chance again, physically visit some of the sites for planning, implementation, and communication purposes to explain the rationale, hear the concerns and create urgency and excitement about the service change would be done. It was unfortunate due to the COVID situation that we couldn't do that as we would have liked, but we were still able to achieve a significant amount remotely.

How are you going to sustain this improvement and approach new ones?

- Using our established governance structure to regularly reviews SLA performance and the KPIs we are monitoring. These will be adjusted as required to keep the service aligned with the required business outcomes.
- The Continual Service Improvement process is established and widely communicated, allowing the wider IT Team and End Users to feed in ideas for improvements.
- Continue to build on our tooling integrations to provide better visibility and data.
- Enhance our satisfaction surveying solution to give us more clarity of pain points/focus areas.



*Based on:
DS Smith Performance Report*

*Author:
Service Desk Institute (SDI)
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