

SUCCESS STORY

KEOGHS Service Desk Transformation



Transforming internal service desk and service management functions with a scalable self-service model that supports future growth plans and improves the end-user experience.

Key points

- New service desk operating model and digital cloud-based platform successfully implemented - a self-service portal accessible 24x7 from desktop and within Keoghs applications
- Reduction in monthly contacts from 3,600 to 1,100, by removing 70% of historical reasons to seek help
- Telephony support replaced with self-service, enabling end-users to raise and resolve issues
- Robotics and workflow automation speed up issue resolution.

The challenge

Keoghs is a defendant-focused, top 100 law firm. Its IT service desk operating model was based on legacy technology and manual activities. To support ambitious growth plans, the firm recognised it needed to improve the service desk productivity and efficiency.

With limited automation and no self-service facility, Keoghs had a vision of improving the employee end-user experience. It wanted a solution that implemented fixes or work-arounds for known repeatable faults, automation for much of the service catalogue, and self-service functionality to enable staff to request new services and issue resolution instructions.

Moving away from traditional problem management activities, Keoghs sought a zero-tolerance approach whereby all interactions would be treated as a bug. Instead of just implementing a solution to resolve the user's immediate issue, the service desk team would be tasked with identifying a full resolution to remove the requirement for any further users to report the same issue.

Our solution

Having successfully provided a traditional service desk model (via a shared service centre) to Keoghs for five years, Sopra Steria was tasked with rolling out a new operating model to support the firm's 1,300 users and ambitious acquisition roadmap. Prior to this, 57% of contacts were made via phone and the balance via email, with an average of 3,600 contacts per month.

Sopra Steria transformed its service delivery from a shared service centre model to a dedicated team based onsite alongside Keoghs' own people. Provision of the firm's infrastructure support was also moved from a shared environment to Keogh's own private cloud infrastructure managed by Sopra Steria.

The HP Service Anywhere cloud-based service management platform replaced the legacy platform in a solution that also included:

- Self-service tools - to empower end-users to request and initiate automated services, find information to resolve their issues and raise cases.
- Knowledge management - a central repository for end-users to look up information in a quick and efficient way, eliminating the leading source of help desk enquiries such as 'how do I?'
- Process automation and robotics - for streamlining and expediting routine processes (e.g. HR new starter process), interfacing with external applications and removing human intervention.

How we worked together

Sopra Steria has delivered a range of transformation and advisory services to Keoghs over the past six years. In transforming the service desk operating model, Sopra Steria shared service centre, service management and project personnel worked closely with Keoghs' onsite teams to gain insight into the firm's business applications.

A key aim was to correct the cause of incidents to drive down contact volumes through:

- Creation of knowledge articles to support self-service
- Implementation of changes to remove unnecessary contacts (e.g. self-service password reset function and enablement of email release functionality)
- Process automation of repetitive tasks
- Identification of long term improvements to enable continuous reduction of incidents.

Sopra Steria also project managed and performed the production server estate migration and server consolidation activities in collaboration with the Keoghs onsite teams. Sopra Steria successfully migrated approximately 180 servers over a four-week period without any reported impact to end-user services.

The telephony support function was removed, forcing the user community to adopt a self-service approach. Initial end-user reluctance was quickly overcome due to the improved experience, through approximately 70% reduction of historical reasons to contact the desk and the automated delivery of many functions.

New KPIs and SLAs were introduced to reflect the new target operating model and Keoghs' way of working. Traditional 'incident resolution' SLAs were replaced with KPIs. This gives the service desk the flexibility to direct onsite resources to prioritised needs (such as focusing on the root cause of an issue) rather than being restricted to penalty-loaded SLAs.

Results and benefits

The new service desk operating model is focused on self-service, knowledge management and problem management. It delivers the following benefits:

- Improved service desk efficiency - the cost per ticket has been reduced and agent productivity improved. The service desk charge is no longer based on cost per contact, but is now costed purely on the number of staff required to run the service. This has reduced the cost by approximately 10% compared to the previous contract.
- Cost optimisation - the project delivered the required service improvements, transformation and monthly running costs for the same budget of the legacy service.
- Significant reduction in volume of tickets raised - due to the introduction of a 'knowledge base' approach.
- Improved end-user experience and increased productivity across the Keoghs workforce - due to the introduction of self-service functionality.
- Workflow automation - removing the need for service desk agent (telephone) interaction has led to faster issue resolution.
- Improved problem management - the focus is now on end-user experience improvement, not stringent SLA adherence.
- Better prioritisation of issues and requests - the new functionality automatically routes, categorises, and prioritises tickets based on the options the end-user selects.
- Improved availability and efficiency of agents - who are focused on real value-add activity such as fixing underlying issues, instead of handling routine enquiries.

In addition, a transformed change management process for the Service Management Team uses new functionality to reduce the amount of interaction required by the team. This is driving efficiency through process automation and data validation, eliminating errors and reducing risk to service.



Sopra Steria, European leader in digital transformation, provides one of the most comprehensive portfolios of end to end service offerings in the market: Consulting, Systems Integration, Software Development and Business Process Services. Sopra Steria is trusted by leading private and public organisations to deliver successful transformation programmes that address their most complex and critical business challenges.

Sopra Steria
+44 (0)370 600 4466
info.uk@soprasteria.com
www.soprasteria.co.uk

“ Sopra Steria has successfully transformed our service desk operation and, in doing so, supported our ambitious growth plans. By adopting robotics and a self-service approach, Sopra Steria utilised Cloud-based service management tooling, to deliver a lean and modern target operating model. This approach has radically increased service productivity and improved the end-user experience. ”

John Salt
CIO
Keoghs

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