# Migration of Global Service Desks across borders, cultures and organisations

# Who am I?
## - Morten Rasmussen

- Worked in DSV since 2003 (With a short break in 2010)
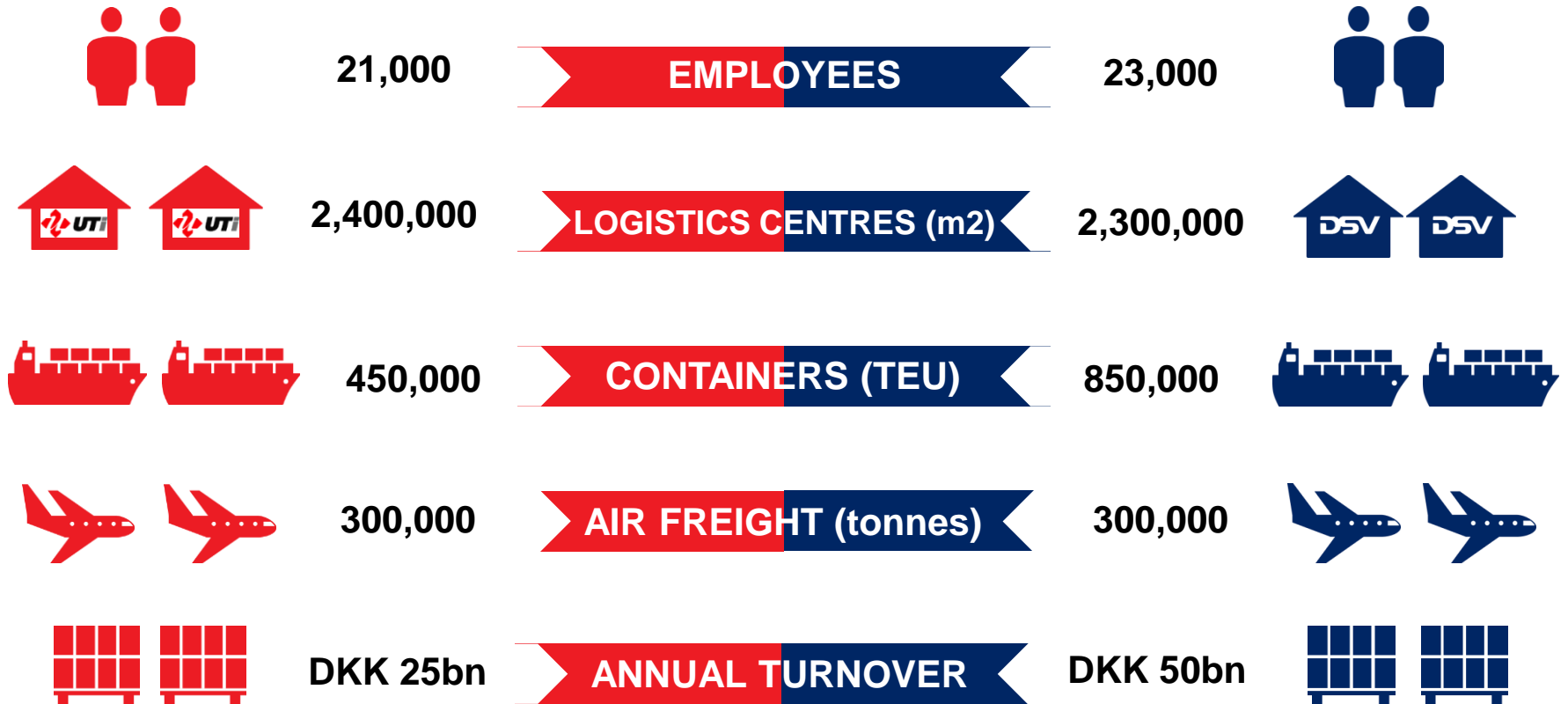- Officer, Freight Forwarding, Sales, Key Account, BCM, Project Management – No IT

**Private**
- 44 years old
- Married with Maria (Associate Manager, Novo Nordisk)
- 2 daughters: Nikoline (13 yrs) and Sofie (11 yrs)
- Outdoor activities and horses…

# The starting point in January 2016

**– United through a business culture of customer focus and local empowerment**

| | | | |
|---|---|---|---|
| 21,000 | **EMPLOYEES** | 23,000 | |
| 2,400,000 | **LOGISTICS CENTRES (m2)** | 2,300,000 | |
| 450,000 | **CONTAINERS (TEU)** | 850,000 | |
| 300,000 | **AIR FREIGHT (tonnes)** | 300,000 | |
| DKK 25bn | **ANNUAL TURNOVER** | DKK 50bn | |

For illustration purposes only

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# DSV and UTi combined
## – Creating one of the world's strongest transport and logistics networks



**Americas**

DSV
56 offices
2 logistics facilities

UTi
55 offices
48 logistics facilities

**Europe**

DSV
366 offices and road terminals
121 logistics facilities

UTi
100 offices
22 logistics facilities

**Africa**

DSV
31 offices
0 logistics facilities

UTi
49 offices
62 logistics facilities

**APAC**

DSV
86 offices
11 logistics facilities

UTi
105 offices
23 logistics facilities
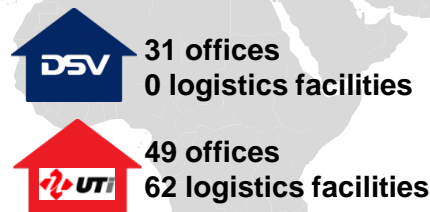
Number of offices and facilities are pre integration and excludes client owned facilities
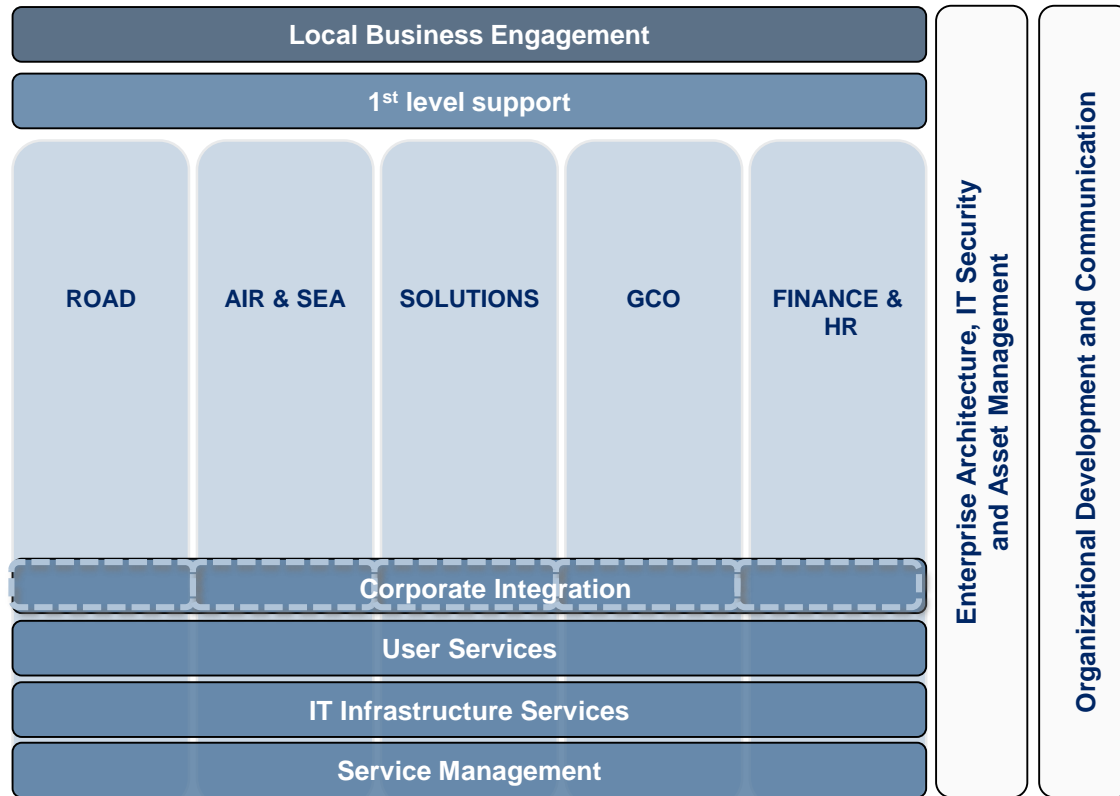
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# Global IT Operating Model

## - Implemented April 1st 2017 and covering 1.315 IT employees across the world

*Local Business Engagement is accountable for local services, local presence and taking in business requests*

*The Verticals are ultimately accountable for delivering business & IT services to the division in DSV group*

*IT Operations are accountable for delivering stable and well-functioning services to the DSV group*

**Local Business Engagement**

**1st level support**

| ROAD | AIR & SEA | SOLUTIONS | GCO | FINANCE & HR |
|------|-----------|-----------|-----|--------------|

**Corporate Integration**

**User Services**

**IT Infrastructure Services**

**Service Management**

**Enterprise Architecture, IT Security and Asset Management**

**Organizational Development and Communication**

Legend:
- Local Business Engagement
- Verticals
- IT Operations
- Disciplines

*Global IT Disciplines are accountable for developing the guidelines and frameworks for the whole IT organization.*

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# Service Desk & Event Management

## - 89 FTE in total

**Head of Support Services**
**(1. level Support)**
*Morten Rasmussen*

**Senior Specialist**
*Huseyin Uysal*

**Service Desk Manager**
Manila
*Jansen Maravillas*

**Service Desk Manager**
Warsaw
*Tomasz Scieszka*

**Team Lead**
Event Management
Warsaw
*Sebastian Kalinowski*

**Service Desk Lead**
Jose Bernardo (Jobo) Cataluna

**Service Desk Lead**
Jason Gonzaga

**Service Desk Lead**
Jennifer (Jen) Albania

**Service Desk Lead**
Alrey Tabora

**Knowledge, Reports & Quality**

**Team Coordinator**
*Lukasz Greda*

**Team Coordinator**
*Bartosz Płaczkiewicz*

**Team Coordinator**
*Vacant*

**Knowledge, Development & Quality**

**7 agents**
Warsaw

**4 agents**
Manila

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# Team development model
## - Alignment of expectations



WHY
Define purpose

Shared values, roles and standards

Establish shared responsibility

WHO
Define roles and functions

Build energy to commitment

WHAT
Define the target and goals

Create feedback culture and solve conflicts

Create the "Team DNA"

HOW
Make the plan

Assess & Define

Select & Migrate

Operate & Improve

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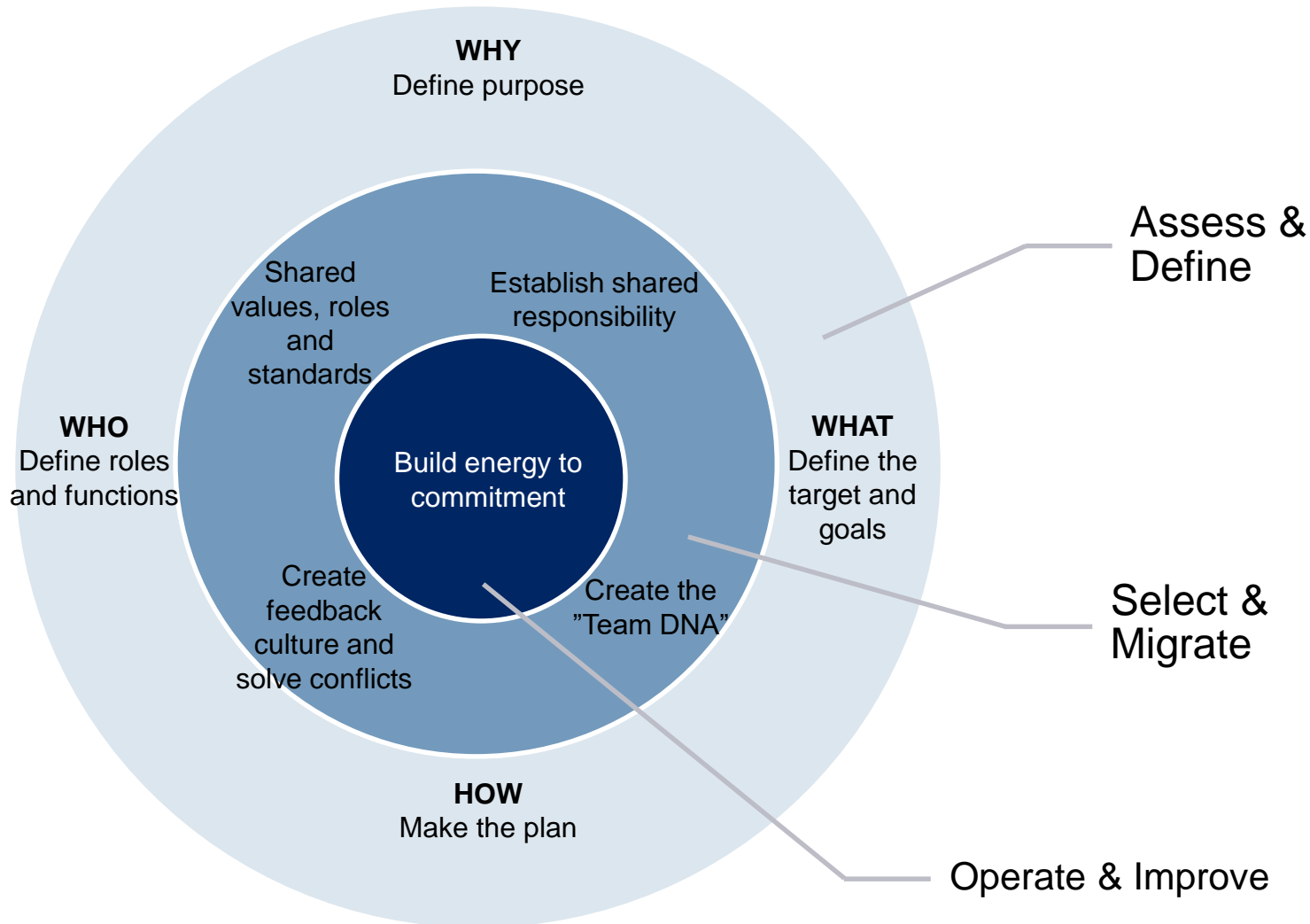
# Cultural differences

## - Being open about cultural differences



**Denmark**
in comparison with Philippines and Poland*

| | Power Distance | Individualism | Masculinity | Uncertainty Avoidance | Long Term Orientation | Indulgence |
|---|---|---|---|---|---|---|
| Denmark | 18 | 74 | 16 | 23 | 35 | 70 |
| Philippines | 94 | 32 | 64 | 44 | 27 | 42 |
| Poland* | 68 | 60 | 64 | 93 | 38 | 29 |

Legend: ■ Denmark ■ Philippines ■ Poland*

https://www.geert-hofstede.com/countries.html

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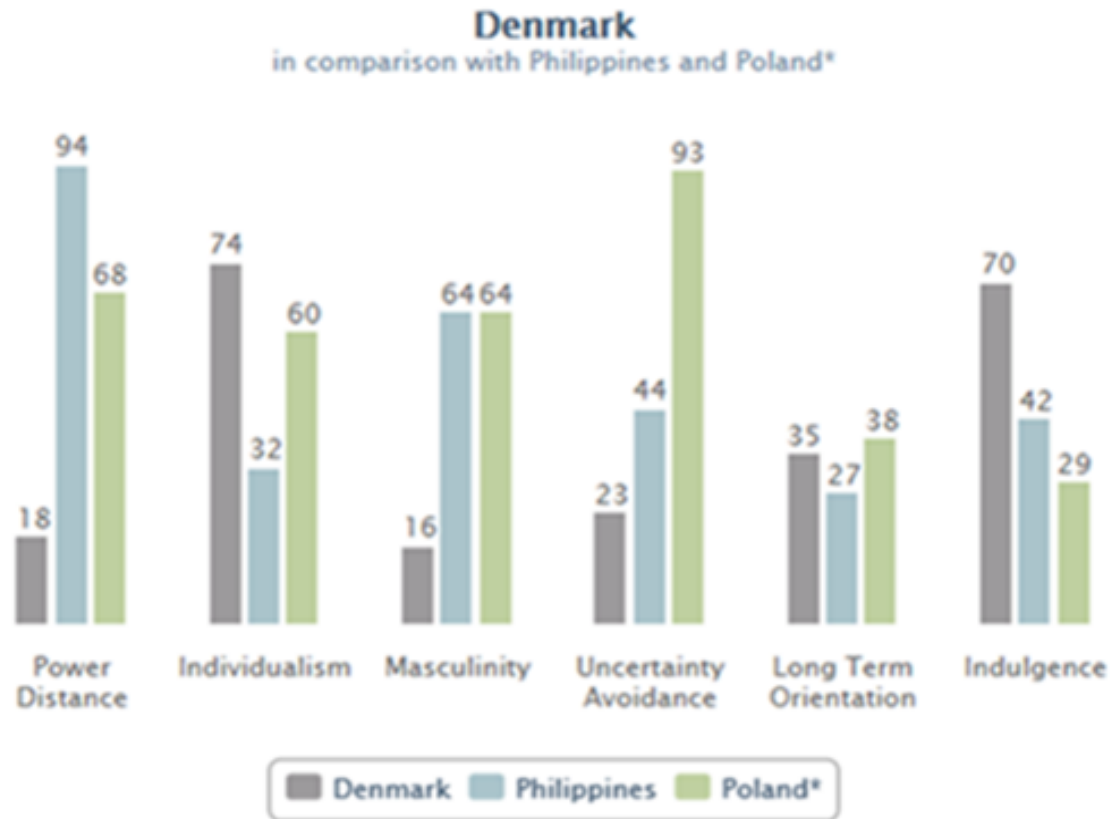
# Starting point

## - The outcome of the open and honest dialogues and assessments

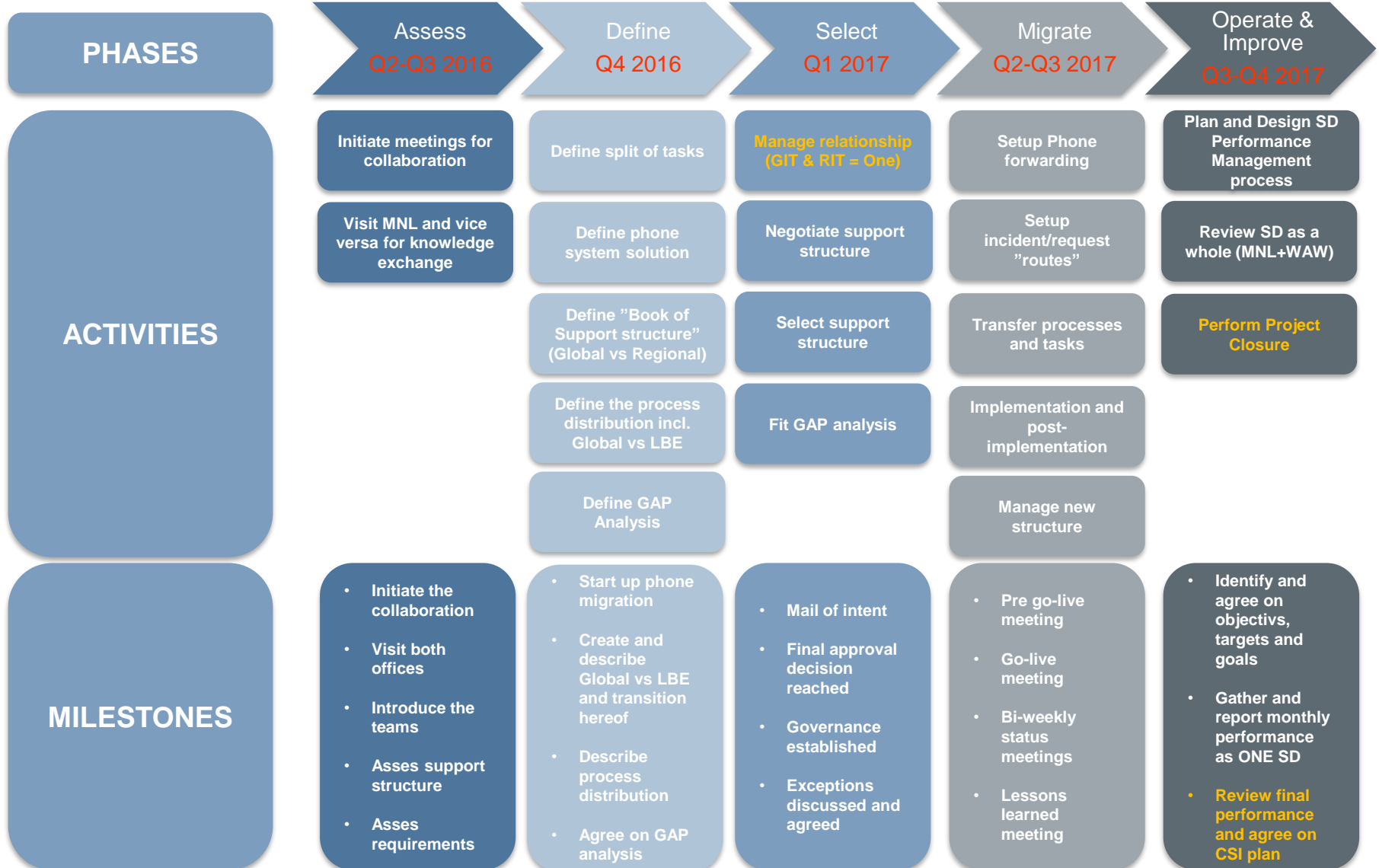| EIT Service Desk – Manila | Global IT Service Desk – Warsaw |
|---|---|
| **Strong points:** <br><br> • Well organized structure <br> • Process oriented <br> • Has a better Phone Call culture <br> • UAM with documentation <br> • High expectation (2 years of experience or newly graduated from IT) <br> • Process and documentation team <br> • Outage notifications to end users | **Strong points** <br><br> • Broad scope of work <br> • Automatization of administrative task <br> • Incidents troubleshooting <br> • Catch & Dispatch on selected areas <br> • Recurring tasks handling <br> • Flexible <br> • Skilled IT resources <br> • Close cooperation with 2nd and 3rd level <br> • Process and documentation team |
| **Challence points** <br><br> • Less cooperation with 2nd and 3rd level <br> • Catch & Dispatch on main part of Incidents <br> • Bad automatization <br> • No network monitoring <br> • No SCOM <br> • No application user creation <br> • No user verification (password resets) | **Challenge points** <br><br> • Outage Notifications sent by MIM <br> • UAM efficient (Automation), but not well documented <br> • Documentation being weak, not updated, missing <br> • Weak phone calls handling (tickets registration), <br> • Customer service not in main focus <br> • English with strong accent |

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# Possible solutions
## - Deciding on the Service Desk layout

| Parallel Organizations:<br>Both Service Desks have the same Scope of Work'<br><br>Follow the Sun' model -> one SD works when the other one rests | | Speciallized Organizations:<br>Each Service Desk has its area of speciality (responsibility) and the organizations compliment each other;<br>Both teams work 24/7 | |
|---|---|---|---|
| **+ Pros** | **- Cons** | **+ Pros** | **- Cons** |
| Backup / BCP | More knowledge requirements | Easier to set up | Challenge for backup |
| Follow the sun support | Long time to train new employees | Less knowledge handover required | Both have 24/7 support (Cost) |
| Faster service for end user | Complex or Possible review for escalations | Shorter to onboard an employee | No flexibility in adding languages |
| Feeling of localized service | Shared accountability and responsibilty | More skilled engineers on specific areas | Limited personal development |
| Flexibility of adding languages | Challenge in cooperation due to time diff. | Clear split of responsibilites | Leverage of best practices |
| Staff Optimization | Long term setup | Use of each team's strong sides | Silos / Team Spirit |
| Team Spirit | Ownership (ping-pong internally) | Specific requirement for recruiting | In-team transfer |
| People development | Consistency of support | Less bouncing tickets | Additional effort in dispatching |
| Knowledge Sharing | | | |
| Good practice exchange | | | |

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# The high level Plan

| PHASES | Assess<br>Q2-Q3 2016 | Define<br>Q4 2016 | Select<br>Q1 2017 | Migrate<br>Q2-Q3 2017 | Operate &<br>Improve<br>Q3-Q4 2017 |
|---|---|---|---|---|---|
| **ACTIVITIES** | Initiate meetings for collaboration | Define split of tasks | Manage relationship (GIT & RIT = One) | Setup Phone forwarding | Plan and Design SD Performance Management process |
| | Visit MNL and vice versa for knowledge exchange | Define phone system solution | Negotiate support structure | Setup incident/request "routes" | Review SD as a whole (MNL+WAW) |
| | | Define "Book of Support structure" (Global vs Regional) | Select support structure | Transfer processes and tasks | Perform Project Closure |
| | | Define the process distribution incl. Global vs LBE | Fit GAP analysis | Implementation and post-implementation | |
| | | Define GAP Analysis | | Manage new structure | |
| **MILESTONES** | • Initiate the collaboration<br><br>• Visit both offices<br><br>• Introduce the teams<br><br>• Asses support structure<br><br>• Asses requirements | • Start up phone migration<br><br>• Create and describe Global vs LBE and transition hereof<br><br>• Describe process distribution<br><br>• Agree on GAP analysis | • Mail of intent<br><br>• Final approval decision reached<br><br>• Governance established<br><br>• Exceptions discussed and agreed | • Pre go-live meeting<br><br>• Go-live meeting<br><br>• Bi-weekly status meetings<br><br>• Lessons learned meeting | • Identify and agree on objectivs, targets and goals<br><br>• Gather and report monthly performance as ONE SD<br><br>• Review final performance and agree on CSI plan |

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# Technical foundation

**- All the practicalities and external dependencies that influenced the speed of migration**

- Adding Manila office to DSV network (Air & Sea Business onboarding had priority)

- Creating external network in Manila for VPN checks

- One shared e-mail address

- Implementation of shared Phone / Call Center Solution (Cisco) including new numbers (Alignment with Global roll out)

- One ITSM tool (Close down CASDM – implement Cherwell)

- Shared knowledge base (Cherwell to be further up grated)

- Shared goals and reporting

- Change management, change management and change management

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# Service Desk Teams
## - The result

"One Global Team
covering 24/7 – 365"

"Manila specialized in
Service Request Handling"

**Service Desk Manila**

Core Skills

**Service Desk Warsaw**

"Warsaw specialized in
Incident Handling"

"Core Skills are delivered
both from WAW and MNL
as standard SD Support"

# Service Desk Core Skills

# Distribution of tasks
## - Load balancing and task handover

**Service Desk Task Handover**

| | January | April | May | June |
|---|---|---|---|---|

**Service Desk Warsaw**

Priority 1: Take over *Troubleshooting Email Issues* Date: Week 3 | Priority 2: Take over *Troubleshooting Printer and Scanner Issues* Date: Week 4 | | | Priority 3: Take over Troubleshooting PC Application Issues Date: Week 18 | Priority 1: Take over Troubleshooting Instant Messaging Issues Date: Week 19 | Priority 3: Take over Troubleshooting Other Issues Date: Week 22 | Priority 3: Take over Troubleshooting Business Application Date: Week 23
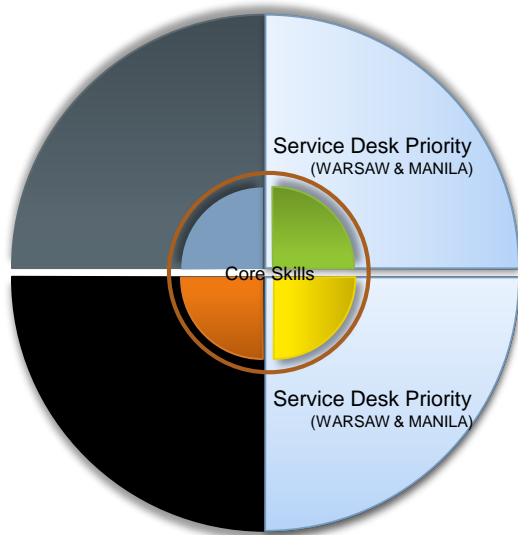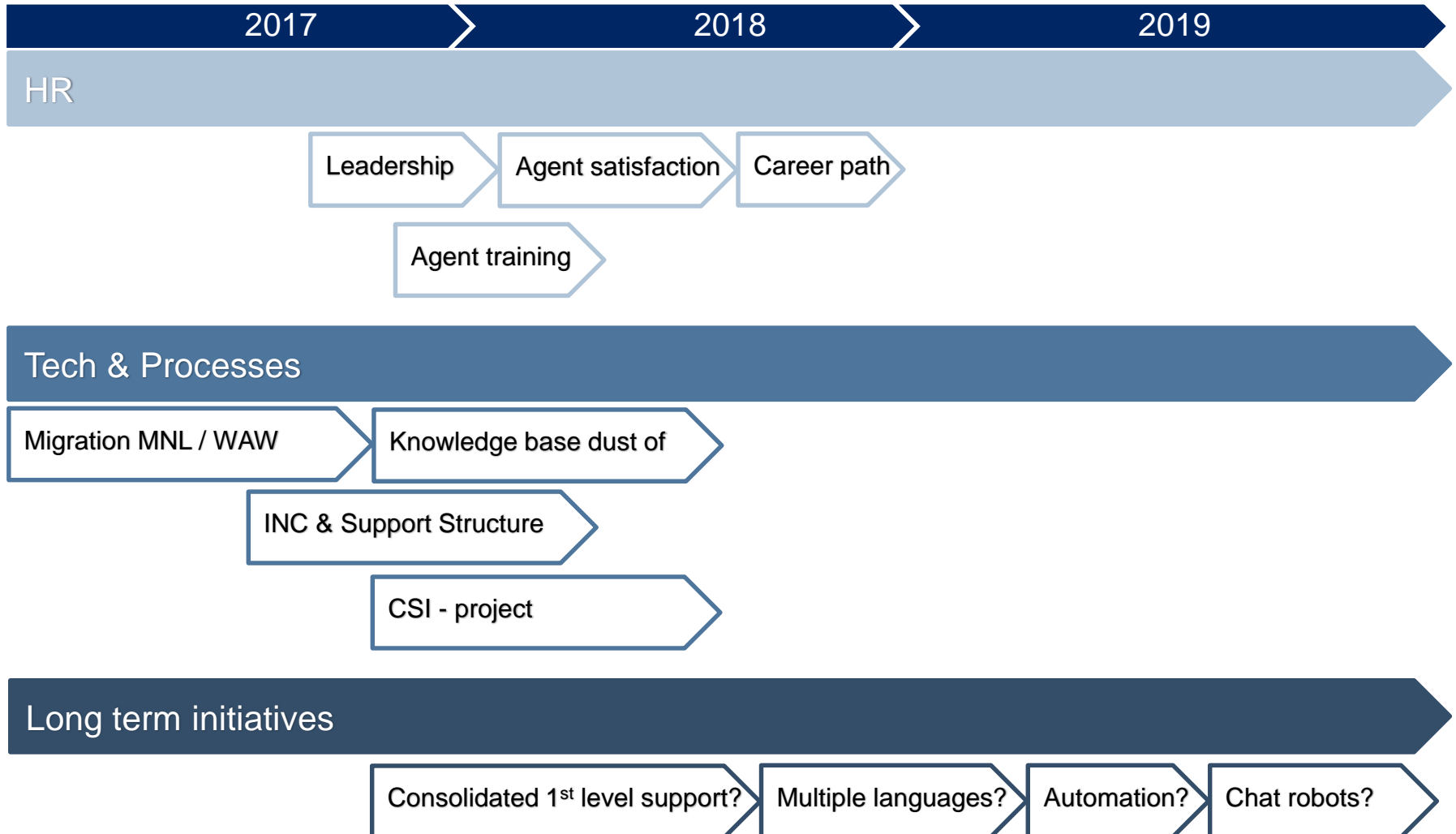
Priority 3: Take over *Troubleshooting Browser Issues* Date: Week 5 | CHECKPOINT | Priority 2: Take over Troubleshooting Network and Internet Issues Date: Week 16 | CHECKPOINT | Priority 3: Take over Troubleshooting Desktop Laptop issues Date: Week 20 | CHECKPOINT | CHECKPOINT

**Service Desk Manila**

Priority 1: Take over *ARS User Administration* (DISPATCH HANDOVER) Date: Week 3 | Priority 2: Take over *Clarity User Administration* (DISPATCH HANDOVER) Date: Week 4

Priority 3: Take over *Cherwell User Administration* (DISPATCH HANDOVER) Date: Week 5 | CHECKPOINT | Priority 3: Take over WebQuery User Administration Date: Week 16

**EXCLUDED**

SAP MDG, SAP ERP, Webcost & S...

*Note:* Please see the **DATA** tab...

| SYSTEM | JAN | FEB | MAR | TOTAL (3Months) | '16 Numbers (3Months) | Totals | TEAM As Is/To be | Originating TEAM |
|---|---|---|---|---|---|---|---|---|
| SAP ERP | 264 | 447 | 419 | 1130 | | 1130 | WAW | |
| SAP MDG | 12 | 8 | 3 | 23 | | 23 | WAW | |
| SAP BPC | 8 | 13 | 15 | 36 | | 36 | WAW | |
| WebCost | 24 | 48 | 37 | 109 | | 109 | WAW | |
| Active Roles Server | 121 | 249 | 449 | 819 | | 819 | MNL | |
| Clarity | 65 | 64 | 53 | 182 | | 182 | MNL | |
| Cherwell | 38 | 83 | 66 | 187 | | 187 | MNL | |
| Jira | | | | | 94 | 94 | MNL | WAW |
| Printer | | | | | 83 | 83 | MNL | WAW |
| WebQuery | 33 | 108 | 122 | 263 | | 263 | MNL | WAW |
| SalesForce | 61 | 69 | 93 | 223 | | 223 | MNL | WAW |
| Insubiz & GCR | | | | | 9 | 9 | MNL | WAW |
| Qlikview | | | | | 71 | 71 | MNL | WAW |
| Red Prairie | 119 | 77 | 128 | 324 | | 324 | MNL | WAW |
| CargoWise One | 179 | 326 | 390 | 895 | | 895 | MNL | WAW |
| CL & GHTrack | 5 | 5 | 5 | 15 | | 15 | MNL | WAW |
| Email Issues | | | | | 629 | 629 | WAW | |
| Desktop Laptop Support | | | | | 345 | 345 | WAW | MNL |
| Other | | | | | 292 | 292 | WAW | MNL |
| Instant Messaging | | | | | 339 | 339 | WAW | MNL |
| Network and Internet Issues | | | | | 176 | 176 | WAW | MNL |
| PC Application Issues | | | | | 163 | 163 | WAW | MNL |
| Business Applications | | | | | 121 | 121 | WAW | MNL |
| Printer and Scanner | | | | | 55 | 55 | WAW | |
| Browser Issues | | | | | 45 | 45 | WAW | |
| | | | | | | | | |
| | EVERY 3rd month | | EXPECTED EVERY MONTH | | | | | |
| TOTAL WAW | 3463 | | 1200 | | | | | |
| TOTAL MNL | 3165 | | 1100 | | | | | |

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# Service Desk Priority
## - When that little extra is needed



Service Desk Priority
(WARSAW & MANILA)

Core Skills

Service Desk Priority
(WARSAW & MANILA)

- Be single point of contact in regards to escalations and expedite requests for non-major or non-critical incidents and requests

  - Following the life cycle of any escalated or expedited ticket

    - Interacts with major Incident Manager if requests are or might affect business or business repuition

  - Follow up on cases which has breached SLA in Service Desk and make sure they are proactively prioritized

- Responsible of correct resolutions tracks are activated in a timely manner

- Handling P3 / High tickets

# The journey continues
## - Still a lot of work to be done

| 2017 | 2018 | 2019 |
|------|------|------|

**HR**

Leadership → Agent satisfaction → Career path

Agent training

**Tech & Processes**

Migration MNL / WAW → Knowledge base dust of

INC & Support Structure

CSI - project

**Long term initiatives**

Consolidated 1st level support? → Multiple languages? → Automation? → Chat robots?

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# Questions

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