



Case study

Name: Unisys UK
Sector: IT Technology & Services
Location: Uxbridge, UK

Transforming Service Delivery at Unisys

How Managementors enabled Unisys UK to achieve increased productivity, introduce new management styles and prepare its service operation for future challenges

Background

Fast-paced business growth at Unisys' UK Global Network Services (GNS) division was putting its service delivery organisation under mounting pressure. The division needed to improve performance if it was to maintain service quality targets to a burgeoning customer base.

Key challenges

- Increase field engineering productivity (without increasing headcount or service cost base)
- Introduce new active management practices
- Initiate closer team working between service delivery communities

Key gains

- Regional productivity jumped from 49 per cent to 82 per cent in the north, and grew from 43 per cent to 75% in the south
- Achieved £3.5 million annualised cost base savings
- A newly agile service delivery organisation has generated significant new business wins

The challenge

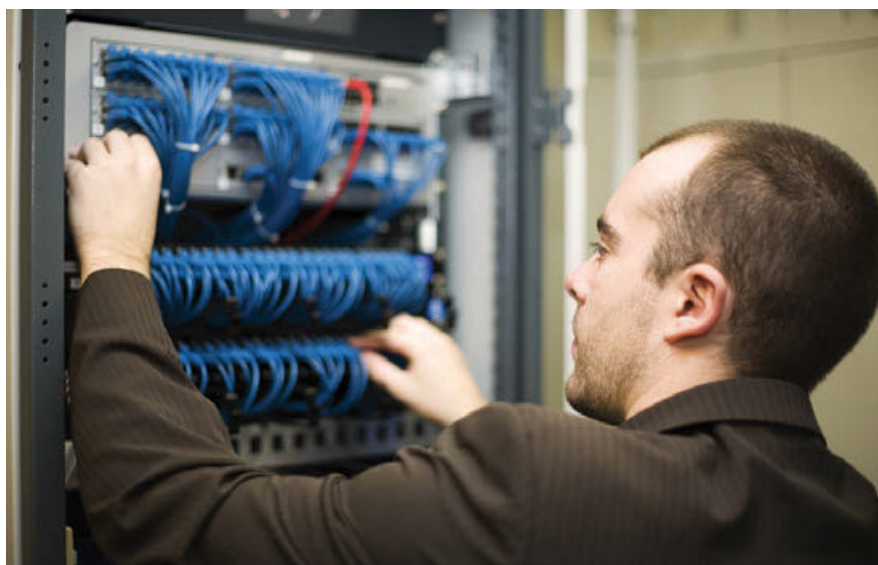
Headcount restrictions introduced at a European level meant existing resources had to be optimised to handle growing volumes of customer calls without increasing the cost base of the business. What's more, the GNS management team wanted to introduce an Active Management System that would instil a more proactive management style across the organisation.

"We wanted to work with a process-based management consultancy, and Managementors demonstrated its methods would enable our service organisation to scale new heights," says Alan Regan, Customer Service Director at Unisys UK.

First steps

To identify what needed to change and why, Managementors undertook an operational review of the GNS service operation, tracking the entire call management process from the service call centres in Glasgow and Milton Keynes through to the field engineering teams.

"The study showed the true potential of the organisation but its findings revealed that we needed to improve our scheduling process and that we were still largely reactive when it came to issues management," confirms Alan Regan.



Uncovering the issues

The Managementors review unveiled how a number of issues were impacting the performance of the organisation. Poor workload planning in the scheduling function meant engineering time in the field was not being maximised – a problem compounded by the poor synchronisation of parts logistics. Most significant, however, was the discovery that field engineering teams viewed call centre scheduling personnel as primarily an administrative resource.

"Our call scheduling process was being undermined by field engineering teams effectively determining their own daily call plans," says Alan Regan. "It was clear we needed to empower our call schedulers whilst developing trust and open communication between the service delivery communities."

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The change process

The first task was to develop an Active Management Operating System (AMOS) common to the whole service operation. Managementors analysed 12 months of historical data, developing a base of past performance that Unisys transformed into a series of benchmark guidelines for each geographical area – incorporating travel and technical fix times for every class of product and problem. Managers were then coached by Managementors in how to forecast, plan and review their area performance on a daily, weekly and monthly basis.

To attain buy-in and commitment throughout the organisation, Managementors created project teams – which included representatives from every part of the services organisation – to develop solutions to identified issues. Following a series of workshops for call schedulers and managers, these were implemented in the north and south regions over a period of 38 weeks.

Key to the new approach was the introduction of directed scheduling from the central service desks at the call centres. Regional engineering team leaders sat alongside the call centre-based schedulers for one week, observing the scheduling activities and the daily activities of the schedulers.

“This created the environment for an open exchange of knowledge,” says Alan Regan. “As a result, our engineering team leaders returned to the field acting as ambassadors for the new call scheduling initiative.”

A formula for success

AMOS has proved a powerful tool for driving increased productivity. As well as refining the scheduling and call management process, it has enabled the organisation to leverage resources to the best advantage.

“The AMOS process enables us to gather data on a daily basis and assess the effectiveness of the whole organisation against plan,” states Alan Regan. “It shows us where wastage is occurring and how we can redistribute calls to take advantage of unused capacity.”

The service delivery teams are able to review AMOS performance data in their weekly meetings, assessing issues, prioritising them and escalating significant issues up to management. The result has been a process for continual performance improvement.

“We have changed the culture completely,” says Alan Regan. “Everyone participates in identifying what really causes the problems we encounter. Once we have unveiled it, we can solve it.”

The new system has also exposed specialist skills deficiencies that have been overcome through focused training tailored to the actual requirements of the business.

Assessing the gains

The productivity programme has proved a remarkable success. In the northern region, productivity increased from 49 per cent to 82 per cent while in the southern region productivity jumped from 43 per cent to 75 per cent.

Over a period of nine months, the service organisation has successfully managed a growing customer base while cutting service delivery costs through the removal of sub-contractors and temporary personnel. Altogether this equates to £3.5 million in financial savings from the cost base. In addition, improved service delivery levels have resulted in additional contract wins for the organisation.

Now that the internal programme of process implementation is complete, Alan Regan is working with the project teams to identify how they can use AMOS to work more closely with partners and suppliers to achieve significant service level gains for all parties.

Looking to the future

For the future, Alan Regan is confident that his service organisation will continue to benefit from the new process-driven approach and management skills his teams have acquired.

“Managementors gave us an impartial viewpoint of our service operation and infrastructure,” he says. “They enabled us to create the metrics that underpin the whole AMOS process. As mentors, they successfully transferred new active management skills that have disseminated across the whole organisation.”

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Contact us to find out what
Managementors can do for you

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