

# FROM CHAOS TO CLARITY

CSG'S SERVICE REQUEST MANAGEMENT TRANSFORMATION



# WE ARE CSG



Industry Leading, Innovative, Configurable Business Support Solutions

REVENUE  
MANAGEMENT

CONTENT  
MONETIZATION

CUSTOMER  
COMMUNICATION  
MANAGEMENT

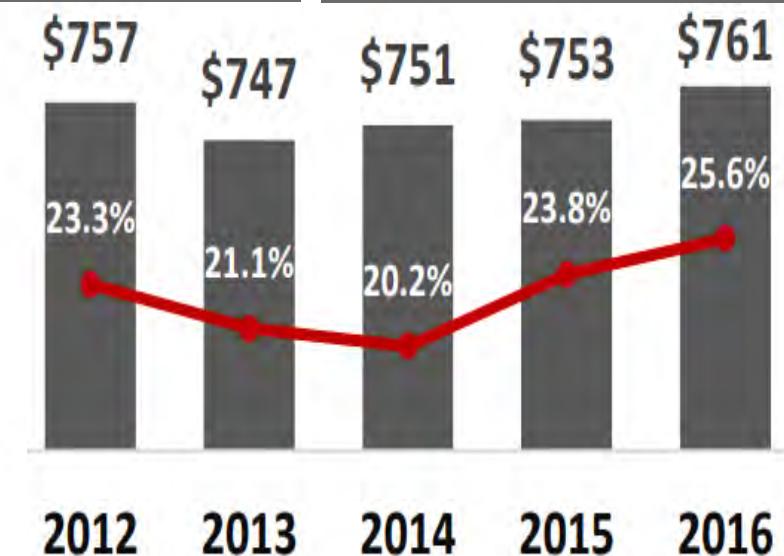
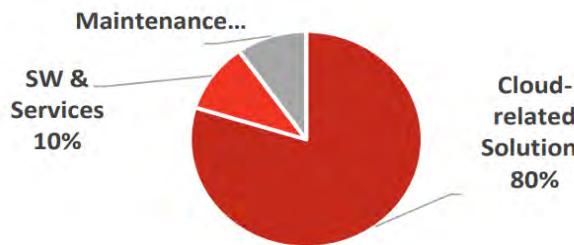
MANAGED  
SERVICES

ASCENDON  
NEXT GEN  
PLATFORM

**3,300** EMPLOYEES  
Around the Globe

**761M**  
2016 Revenue  
Non-GAAP Adjusted EBITDA Margin

**35+ YEARS**  
Supporting the World's most respected CSPs



# WE ARE CSG



Trusted partner of  
**500+**  
service providers worldwide

**6B**  
Est. Transactions/Month

**40**  
Development Teams



**61M**  
Subscribers

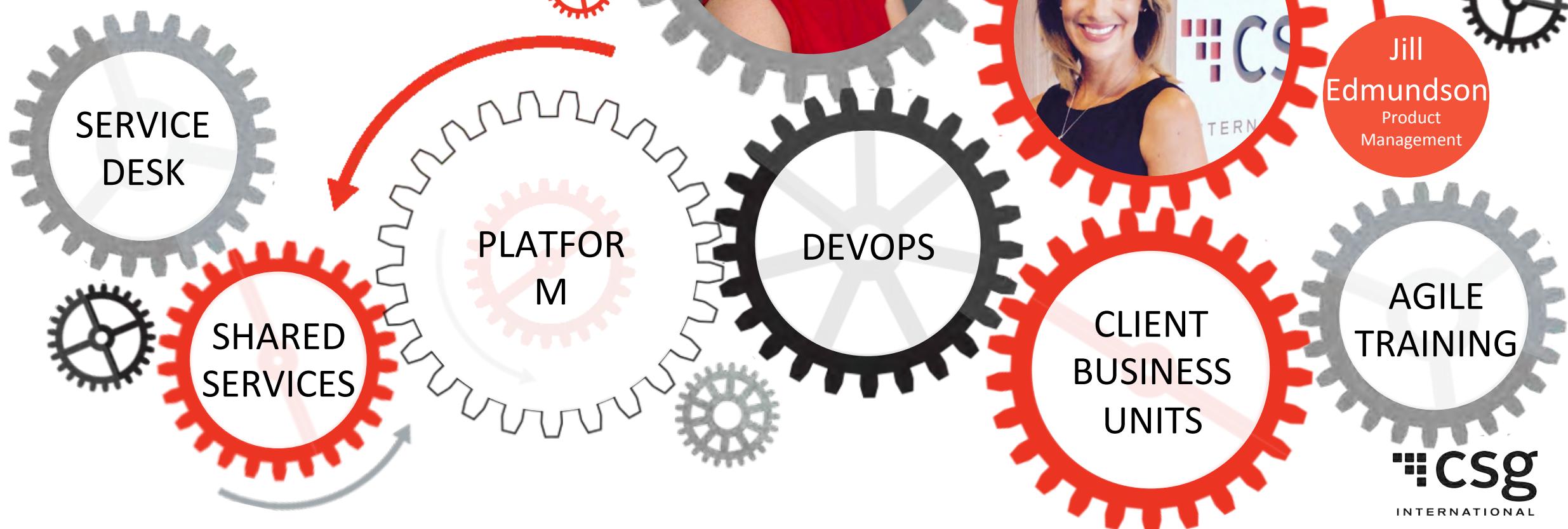
**150k**  
Call Center Seats

**1000**  
Practitioners

**20**  
Technology Stacks

**50**  
Applications

# WE ARE



# OUR JOURNEY

We took on the transformation.  
The business took on the solution.

THE  
**PROBLEMSOLUTIONMETHODS**

We Tackled

THE

We Built

THE

We Employed

THE  
**BUMPS**

We  
Encountered

THE  
**PRACTI  
CES**

We Adopted

THE  
**FUTUR  
E**

Our Roadmap

THE  
**VALUE**

We Delivered





# THE **PROBLEM** We Tackled



OIL CHANGE



WIPER FLUID



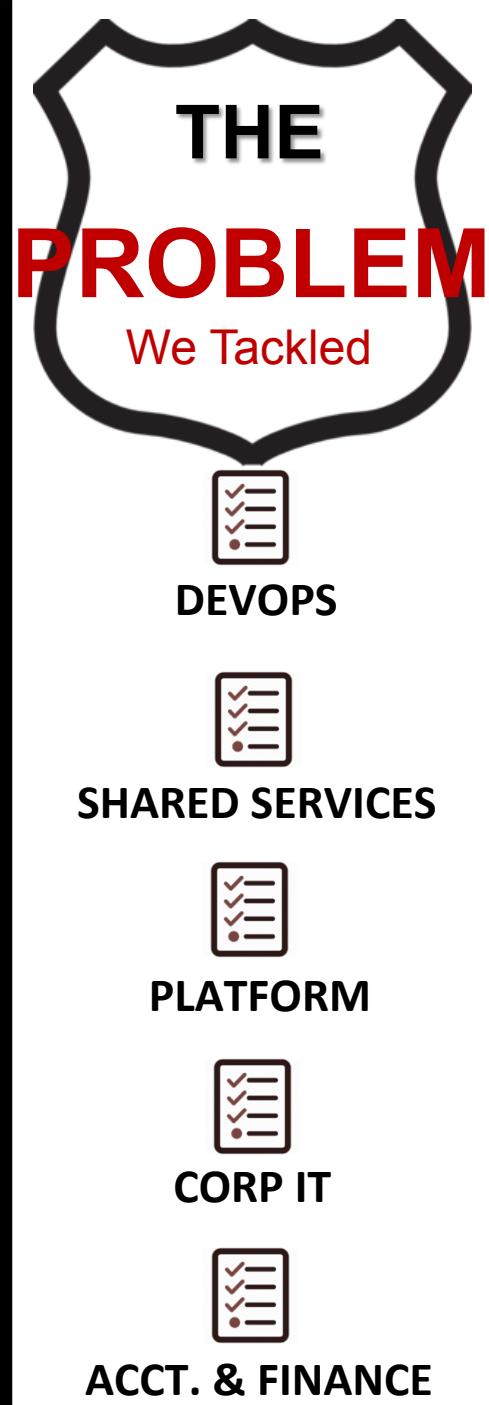
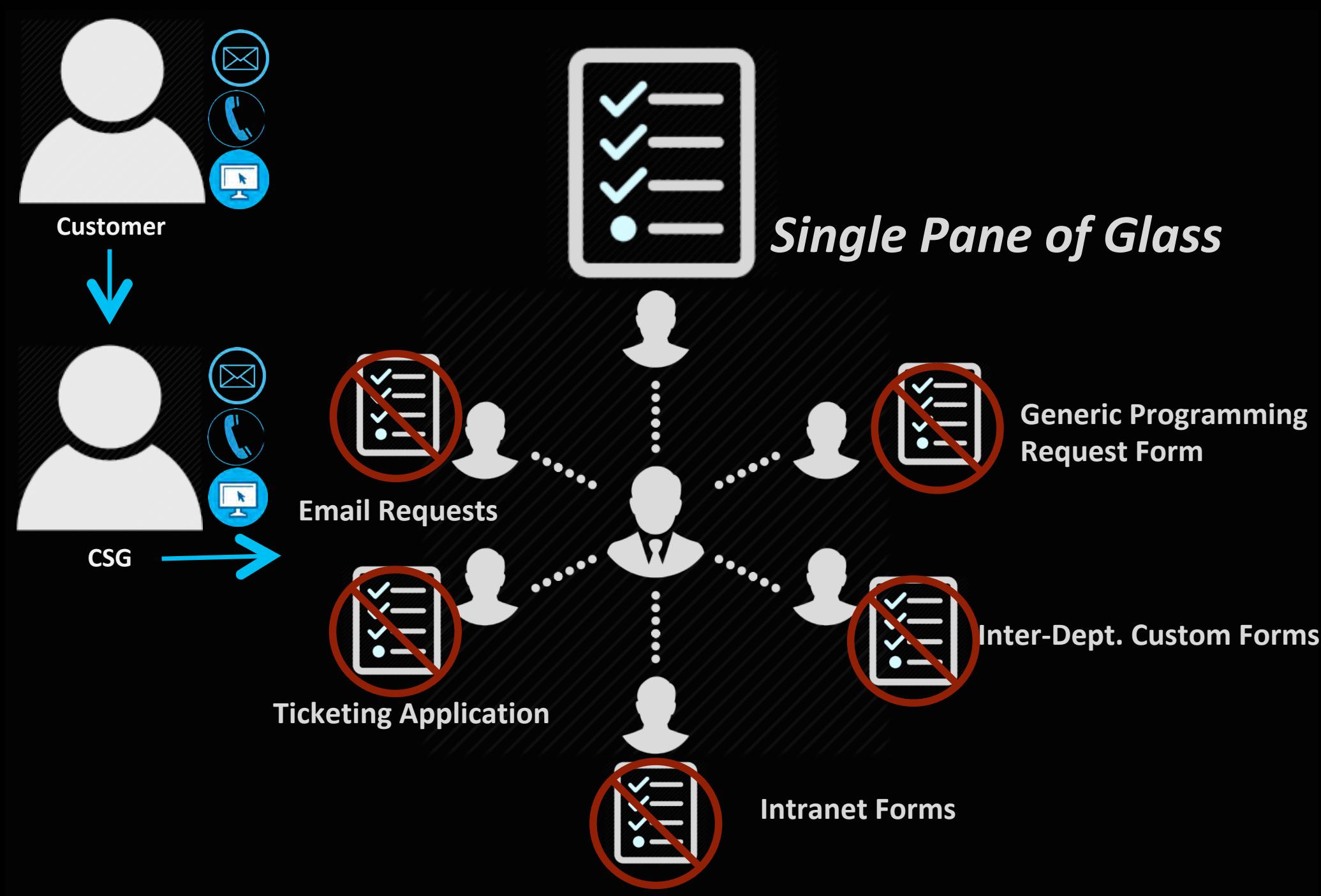
TIRE ROTATION



DETAILING



WASH & WAX



A black and white photograph of a long, straight asphalt road stretching into the distance through a rural landscape. The road is flanked by grassy fields and rolling hills. In the background, there are dense forests and a cloudy sky. The perspective of the road creates a sense of depth and journey.

18 months ago...

CENTRALIZED  
TECHNOLOGY  
LONG QUEUES &  
LEAD TIMES  
LIMITED WIP  
VISIBILITY  
OLD TECH &  
RESTRICTIVE  
SYSTEM ARCHITECTURE



# THE PROBLEM SCOPE

- **20,000+**

- Annual *Business* Service Volume



- **100,000+**

- Annual *Technical* Service Volume

- **10-15** Disparate, Legacy Service Intake Platforms

- **95%** of Workforce Impacted



# PROGRAM GOALS

- **REDUCE LEGACY SRM PLATFORMS**  
[Service Request Management]

- **ESTABLISH ENTERPRISE SERVICE CATALOG**

- **REDUCE WORK IN PROGRESS**  
[WIP]

- **INCREASE VISIBILITY OF WORK**

- **IMPROVE TTV**  
[Time To Value]

THE  
**SOLUTION**  
We Built

5  
CATALOGS

15  
VALUE STREAMS

1  
PLATFORM

# 1 Dedicated Transformation Team



Search here for forms



BC&S



CARRIER



OTT



PLATFORM



INTERNAL

## TOP FORMS

- [!\[\]\(f664f81ecda3066dfb901f3eff35cc38\_img.jpg\) ACPV, CIT & IAT CRQ Request](#)
- [!\[\]\(75c6a3b3a575e26bf76030a821ff6605\_img.jpg\) Compute General Request](#)
- [!\[\]\(7eb6ae9a3a7df92fa2dbc8d5ec496c0b\_img.jpg\) Database General Request](#)
- [!\[\]\(1682f532baf8351a870ba79aeca83574\_img.jpg\) Disk/File System](#)
- [!\[\]\(c2ed8d9f1c5d9e3ae053ff6e010bf739\_img.jpg\) DNS Request](#)

- [!\[\]\(0aa1418b9b4bccf34d4b06c823f95342\_img.jpg\) General ACP Service Request](#)
- [!\[\]\(cbad92aeb212a838ffad51a462457b7c\_img.jpg\) Metrics & Monitoring Service Request](#)
- [!\[\]\(a8760a88ac8434ac389df2da2c2b57d8\_img.jpg\) Oracle Project Request](#)
- [!\[\]\(5bda155841897c5c1c78d012a22d073c\_img.jpg\) Precision eCare Service Request](#)
- [!\[\]\(18310c112c8d0ce210363a74e5700260\_img.jpg\) Product Configurator User Access Request](#)

## RESOURCES

- [!\[\]\(c913ce3b2ced36eec3366f2bc61e61e8\_img.jpg\) Approval Dashboard](#)
- [!\[\]\(0454811a132764062b2277a21757f347\_img.jpg\) Internal Applications Help Home](#)
- [!\[\]\(0dbb8d303ba6eaa36e94c295876ce345\_img.jpg\) My Service Request Dashboard](#)
- [!\[\]\(344c67f44f21e189000402bf06cdcfbb\_img.jpg\) Self-Service Guidelines](#)
- [!\[\]\(77f98935a3bddae6fc43cb4435489f3f\_img.jpg\) Service Request Resources](#)



# THE METHODS

We Employed

## CONTINUOUS DEVELOPMENT & DEPLOYMENT

“Strangulation”  
Deliver value quickly.

## CONTINUOUS IMPROVEMENT & LEARNING

No fear of failure!  
Start simple and grow.  
Address sunk costs.

## ENABLE & EMPOWER

Self-service  
Community of Practice

## THE DEVOPS METHODS

Elevate Work Culture | Exceed Productivity Goals | Increase Profitability





Who Drove The  
Evolution



ANDREA URBAN  
Corp IT | Product Owner



SCOTT PRUGH  
DevOps | Executive Leadership



DEB ENGEL  
Shared Services | Solution Owner



JEREMY DAY  
PM | Service Catalog Architect



MARK FULLER  
Shared Services | Solution Owner



THE LEADERS  
Shared Vision | Aligned On Outcomes

## THE **BUMPS**

We  
Encountered

## **CHANGING GEARS**

- Thinking In A Different Way
- Reaching Common Ground
- Organizational Politics



## THE **PRACTICES**

We  
Employed

## **BASE OF SUPPORT**

- Started with Innovative & Sympathetic Groups
- Built Critical Mass & Silent Majority
- Identified Holdouts & Overcame Skeptics



## THE **BUMPS**

We  
Encountered

## **TOOL BLINDNESS**

- Complete Disconnect Between Service Request & Change Management
- Understanding & Streamlining
- Diverse Workflows
- Expecting Tools To Solve Human Issues



## THE **PRACTICES**

We  
Employed

## **TOOL AGILITY**

- Designed Tools to Reinforce Our DevOps Culture
- Integration to Operational Change Management Solution



## THE **BUMPS**

We  
Encountered

## **COMPLEXITY & PRIORITY**

- Refining complex workflows across multiple value streams
- Driving priority, urgency, passion around continual service improvement



## THE **PRACTICES**

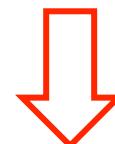
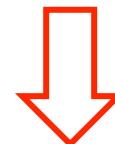
We  
Employed

## **FOCUS & RESOLVE**

- Remained Steadfast on Primary Charter
- Reduced Complexity
- Make Work Visible
- Deliver Value



# PROGRAM GOALS

-  **REDUCE LEGACY SRM PLATFORMS**  
[Service Request Management]
-  **ESTABLISH ENTERPRISE SERVICE CATALOG**
-  **REDUCE WORK IN PROGRESS**  
[WIP]
-  **INCREASE VISIBILITY OF WORK**
-  **IMPROVE TTV**  
[Time To Value]



**13,104**

service requests  
generated

**35,000**

site visits

**450**

services  
catalogued

**200%**

increase in  
work visible  
in a single  
location



# 1 PANE OF GLASS



# MAKE WORK VISIBLE

- Integrated BI Metrics
- Allowing Teams to Optimize for Individual and Organizational Productivity
- Enabling Focus on Service Optimization
  - Automation
  - Self-Service
  - Elimination of Low Value Work



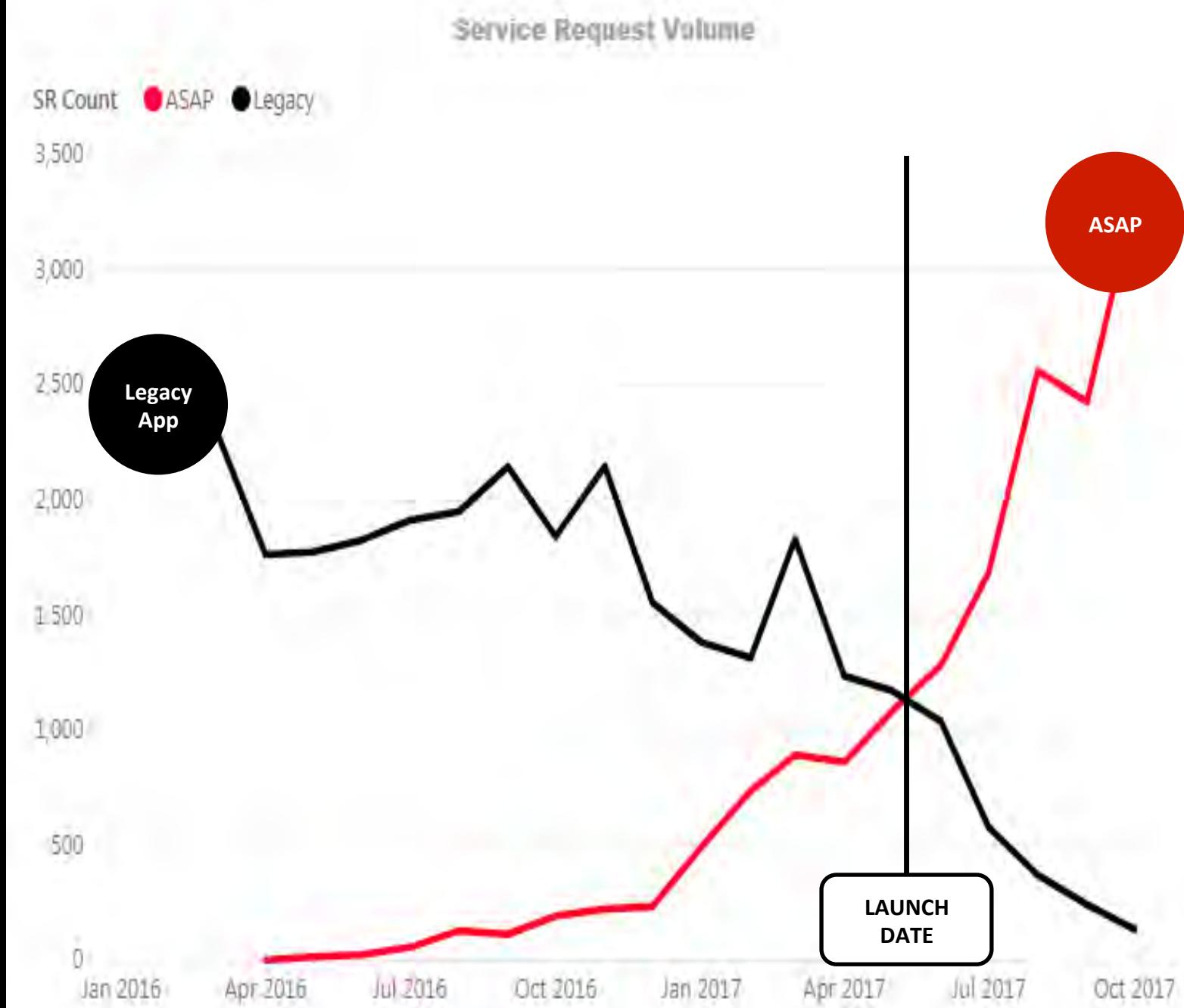
# WIP REDUCTION

- Metrics Enabled Investments in High Volume, Low Complexity Service Optimization Opportunity
- Developed Customer Self-Service Functionality
- 75% WIP Reduction

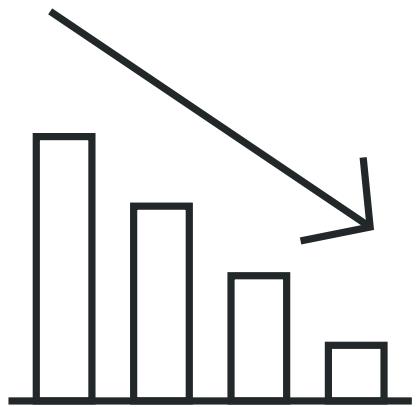


# REDUCE LEGACY PLATFORMS

- ASAP launched June 5.
- Within 2 weeks, ASAP usage surpassed Legacy App.
- Legacy SRM app Decom



# WHAT'S NEXT



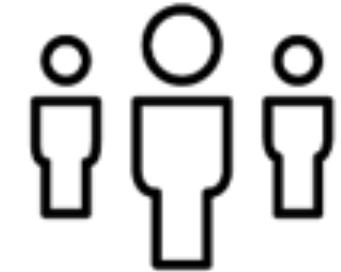
## METRICS

Utilizing Key Performance Metrics  
Increasing Productivity  
Eliminating Waste  
Enhancing Customer Experience



## SERVICE OPTIMIZATION

Taking Action On Our Findings To  
Continuously Improve



## CUSTOMER SELF-SERVICE

Expanding access to the portal to  
enable customer self-service

# DID WE MENTION?

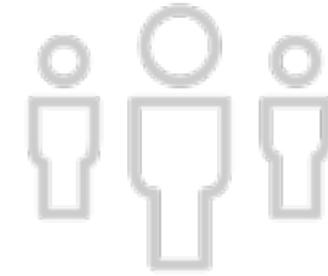
COMMUNICATION IS EVERYTHING



# WE NEED YOUR HELP

What does the “NEW” Customer Experience look like?

Does it differ significantly from what we created for our Internal Customers?



## CUSTOMER SELF-SERVICE

**WE ARE  
HERE  
TO  
HELP**



# **LET'S CONNECT**



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# Thank You!