

**SECTION C****Question 5**

[10 Marks]

- a. The service strategy positioning of the IT Dept of ABC Company with regard to the internal IT Helpdesk is as follows:

Target Market Segment	Service Concept	Operating Strategy	Service Delivery System
<ul style="list-style-type: none"> <li>• abc employees</li> </ul>	<ul style="list-style-type: none"> <li>• office hour helpdesk</li> <li>• call-in service</li> <li>• immediate password reset via SMS</li> <li>• fee of S\$10 per user per month</li> </ul>	<ul style="list-style-type: none"> <li>• Centralised Helpdesk Manned by Full-Time Staff with some empowerment of staff and some automation</li> <li>• Charge-out at cost-recovery</li> </ul>	<ul style="list-style-type: none"> <li>• Helpdesk at ABC HQ</li> <li>• Manned by IT Dept Staff</li> <li>• Semi-automated, secure password delivery (password sent by SMS)</li> <li>• costs S\$10 per user per month</li> </ul>

- b. The key measureable benefit of the existing strategy is as follows:

Previous Annual Cost of Technician directly receiving calls = 9000 hrs \* \$100 = \$900,000

Current Annual Cost of Helpdesk = 4000 staff \* \$10 per month \* 12 mths = \$480,000

Benefit of existing strategy = \$900,000 - \$480,000 = \$420,000

- c. Further innovation can be any two of the following (and any other reasonable answer):
- Have part-time helpdesk staff to supplement full-time helpdesk staff for the peak periods and also perhaps help to man after-operation hours support
  - Outsource Helpdesk. Help cater more flexibly to peak volume as well as perhaps allow for after-operation hours support.
  - Combine Helpdesk with e-service helpdesk (from question 7) to achieve economy of scale and bigger pool to handle internal service desk peak. [Likely, the peak period for e-service helpdesk will not coincide directly with internal helpdesk]
  - Use self-service helpdesk. Eg. online request for password reset can use same confidential question and SMS to requestor without need for human helpdesk to be involved. Self-service helpdesk can also be used to help in other areas (eg. FAQ on common problems and solutions).

- Use data centre staff who are available 24x7 to man helpdesk after normal operation hours (they can stay at data centre but have a dedicated line and phone which helpdesk can forward to after normal operation hours). This assumes that the call volume is very low such that will not affect data centre's other work.
- Vary pricing of helpdesk to reward user depts that take measures to reduce incidents and calls on their end – eg. have increasing scale of charge out for calls per user population handled
- Training of users on avoidance of common problems so as to reduce such cases
- Implement single-sign on solution in the enterprise so that staff have less passwords to change and forget