

**Question 7**

[10 Marks]

A possible answer to question 7 is as follows:

<u>S/No</u>	<u>Observation</u>	<u>Measure</u>
(i)	The work process of the helpdesk is very complicated (eg: a lot of recording and referral). As a result, it takes a helpdesk staff a long time to serve each customer. As the e-services involve important financial transactions, the customers become impatient with the delay and add to the stress of the helpdesk.	<p>Improve service design.</p> <p>This can help to make the process more streamlined and allow for better productivity and more satisfied customers – both of which will reduce the stress of the service provider.</p>
(ii)	One example is the granting of <b>advanced</b> e-invoice functions to suppliers. The procedure is that the helpdesk record such requests from suppliers and forward to a separate access control team to do the actual granting of the request. Though the granting is straightforward, it usually takes a few days before the request is attended to by the access control team. In the meantime, the suppliers are impatient and call the helpdesk many times to ask about the status.	<p>Empowering Service Provider.</p> <p>As this function is simple and straightforward, it may be better to empower the helpdesk to do it so as to provide better response to the customer which will reduce their impatience and stress to the helpdesk.</p>
(iii)	It should be noted that for the e-invoice, <b>all</b> users are granted the <b>basic</b> e-invoice functions and can use them immediately once they become suppliers to ABC Pte Ltd (it is only for the advanced functions that the suppliers need to put up a request through the helpdesk). Some users have little IT usage experience and the helpdesk have to spend significant amounts of their time guiding such users in the use of the basic e-invoice functions.	<p>Evaluate Customer Competency, Customer Selection (and Customer Training).</p> <p>It may be better to first evaluate the suppliers and only give access to the e-invoice service to those able to use it. Those not ready can be given training first.</p>
(iv)	The inexperienced IT users can also cause a lot of rectification work for the IT helpdesk as they are prone to use the e-invoice incorrectly (eg: submit wrong data). This is a recurring event as the same suppliers continue to use the e-	<p>Customer Training (and before that Evaluate Customer Competency and Selection).</p> <p>This issue will be helped by customer training to ensure customer are able to use the e-invoice service correctly.</p>

<u>S/No</u>	<u>Observation</u>	<u>Measure</u>
	invoice service.	
(v)	Another issue for e-invoice is that there are many calls that come in to ask on the status of ABC's payment for the invoice. Such enquires (whether for manual or e-invoices) should actually be handled by the Accounts department but the suppliers, that use e-invoices, keep calling the helpdesk instead.	Clarify Role of Service Provider.  Need to make clear to suppliers to call the right party for payment enquiries so as not to flood helpdesk with unnecessary calls.  Maybe divert using call prompter.
(vi)	There have been cases of e-purchase users who walk-in to the helpdesk office making unreasonable demands and even threatening violence on helpdesk staff. The staff involved had to fend for themselves in such situations.	Show Concern for Employees  This can be in organisation policy against abusive customers. It can also be managers coming to the aid of the staff in handing difficult situations.
(vii)	Helpdesk staff learn how to do their work on the job. As a result, those who have many years of experience tend to be better than those with less years of experience.	Training for Service Providers  If systematic training is given from the beginning, it will make newcomers more productive earlier and not have to wait for years of experience.
(viii)	Each staff member is free to decide how best to handle each service encounter. Again, those with more experience tend to do better than inexperienced staff.	Use of Procedures/Scripts  Again, this will help new staff as the scripts will build in the best practices and experience of more expert helpdesk staff.
(ix)	The typical work day for a helpdesk staff is to come to office, answer calls till end of day and then leave office. There is minimal interaction amongst the helpdesk staff, and also minimal interaction between them and their supervisor.	Involving Service Providers in Performance Improvements OR Communication with Service Providers  Setting aside some time to do more than just day to day work – eg. either doing process improvement or just communication between manager and staff (eg. huddles) will improve morale and productivity.
(x)	The staff work individually and report directly to the helpdesk supervisor. The supervisor may not have enough time to give sufficient direct support to individual staff members.	Harnessing Power of Teams  Grouping the staff into teams will provide them with mutual support.