

Case Study

British American Tobacco

» We now have total visibility of our global IT estate with a single provider and one tool. We can also track all incidents and understand call volumes while costs have become transparent «

Simon Swinnerton, Project Delivery Manager, British American Tobacco



The customer

British American Tobacco (BAT) is a leading tobacco group, with brands such as Pall Mall, Dunhill and Lucky Strike sold in around 180 markets and over 200 brands in its portfolio, making its cigarettes the choice of one in eight of the world's one billion adult smokers. It has leadership in more than 60 markets and sells around 700 billion cigarettes per year. Founded in 1902, at the end of 2012 the company was the sixth largest listed on the London Stock Exchange. It has 44 cigarette factories in 39 countries and employs more than 55,000 people worldwide.

The Challenge

BAT has grown largely through acquisition which led the organisation to consist of a range of different systems and processes drawn from their different companies. Recently, the decision was taken to provide a more standardised approach across its infrastructure. This was planned in two phases: transition and transformation. At the heart of the transition phase was the delivery of IT services and support.

"Each service desk was localised and country focused with hugely varying standards. Our staff travel widely and the quality of support was inconsistent," explains Simon Swinnerton, Project Delivery Manager, BAT. *"Some offered 24/7 service while others maintained office hours. In addition, there were an enormous number of suppliers from global brands to local companies. Obtaining visibility of the entire IT estate was challenging and there was no way of measuring incidents and requests."*

BAT wanted to introduce a single, global provider of service desk functions to provide the foundation for the future transformation of the company from a federated environment to a global enterprise. The key challenge was the scope of the project. With a presence in 180 markets and over 100 existing service desks in operation, few vendors could meet the required scale.

"Only a handful of suppliers could guarantee service delivery in 14 languages across multiple time zones. Of those, Fujitsu stood out because of the calibre of its staff and its proactive approach to service management called Sense and Respond," adds Swinnerton. *"There was a real dedication and energy present at the Global Delivery Centre (GDC) in Lisbon that convinced us that Fujitsu would be the ideal partner in this journey."*

THE CUSTOMER

Country: British American Tobacco
Industry: Manufacturing
Founded: 1902
Number of employees: 55,000
Website: www.bat.com



CHALLENGE

As part of a wider strategic transformation to become a truly global enterprise, British American Tobacco wanted to transition over 100 local support operations into one global service desk, providing consistency and visibility.

APPROACH

Working with Fujitsu, BAT developed a detailed methodology that enabled it to migrate 96 countries in nine months to a new service desk based on Fujitsu TRIOLE. The four Global Delivery Centres support 35,000 users in 14 languages and handle on average 60,000 tickets per month.

THE BENEFIT

- BAT now has total visibility of its global IT estate with a single provider. It can track all incidents and understand call volumes and trends, enabling it to proactively reduce the number of incidents
- Users now enjoy 24/7 coverage regardless of location and have the ability to use a self-service portal to resolve incidents themselves

The Solution

BAT and Fujitsu began the migration in a select number of Western European markets which acted as pilots for the eventual deployment to all regions. This process demonstrated the complexity of the task in hand and led the team to go back to the drawing board.

"We didn't dedicate enough manpower to the pilots and we required greater focus on implementation so that threw up some issues," comments Swinnerton. *"Therefore we both committed more staff to the project and put a lot of effort into really nailing down the methodology before beginning the full scale deployment."*

The methodology consists of a phased approach to migrating local support to the global Fujitsu service desk. Firstly, due diligence is undertaken so that BAT has visibility of the current state in terms of the number of users, types of tools and applications, and suppliers. The second stage is a data gathering exercise to identify exactly who the users are. This proved to be more complicated than initially expected.

"The data gathering was actually horrendously difficult. We have such varied and dispersed employees that accurately capturing the information was a complex task," says Swinnerton. *"For example, we have lots of office-based staff that can be fairly easily identified but we also have a mobile sales force in certain market locations which also needs to be supported."*

All this data was fed into Fujitsu TRIOLE for Service utilising a proven process for creating industrialised IT infrastructures and services, making them more efficient, more reliable, quicker to implement and easier to change. BAT and Fujitsu then tested each element and component of the service and held local knowledge transfer sessions to understand the context of each market. BAT also put in place a dedicated stabilisation team to provide internal support immediately after the transition period.

PRODUCTS & SERVICES

- Service Desk – Fujitsu TRIOLE for Service
- Managed Infrastructure Services

The benefit

Over the course of nine months, all 180 countries were transitioned to the new service desk from the smallest, Oman with one user, to the largest, Brazil with 5,500 users. Now there are four GDCs in Portugal, Poland, Costa Rica and Malaysia that provide support to 35,000 users in 14 languages. There is also a live English-language portal to enable self-service for users. The GDCs handle an average of 60,000 tickets every month.

"We now have total visibility of our global IT estate with a single provider and one tool. We can also track all incidents and understand call volumes," continues Swinnerton. *"Users now enjoy 24/7 coverage regardless of location and have the ability to use the portal to resolve incidents themselves. We carry out user satisfaction surveys which have shown consistently high results once the service has bedded in."*

As the service desk evolves, BAT expects the number of incidents to decline as it now has the ability to identify trends and common problems and can proactively manage them out of the system.

Conclusion

The Fujitsu service desk has provided a strong and supportive basis on which BAT can continue to prosper as a truly global enterprise and provides a solid foundation for us into the future.

"Fujitsu has proven to be an ideal partner in this massive endeavour. Its team is full of great people with deep experience who have helped us transition to a global service platform. There is a real appetite now to involve Fujitsu in other areas of the business."

About Fujitsu

Fujitsu is the leading Japanese information and communication technology (ICT) company offering a full range of technology products, solutions and services. Approximately 170,000 Fujitsu people support customers in more than 100 countries. We use our experience and the power of ICT to shape the future of society with our customers. For more information, please see www.fujitsu.com

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2013-10-31

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