



NTT Ltd. | Intelligent Workplace | Intelligent Infrastructure | Technology | Global

# Creating a seamless client support experience during the COVID-19 lockdown

## Client profile

NTT Ltd. is a leading, global technology services company. Working with organizations around the world, they achieve business outcomes through intelligent technology solutions. For them, intelligent means data driven, connected, digital and secure. Their global assets and integrated ICT stack capabilities provide unique offerings in cloud-enabling networking,

hybrid cloud, data centers, digital transformation, client experience, workplace and cybersecurity. As

a global ICT provider, they employ more than 40,000 people in a diverse and dynamic workplace that spans 57 countries, trading in 73 countries and delivering services in over 200 countries and regions.

**'We have 12,000 clients and they depend on us to keep the lights on. We had to make sure that we were able to deliver on what we promised.'**

**Dilip Kumar, Executive Vice President, Global Service Delivery & Operations, NTT Ltd.**

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## Summary

When COVID-19 forced companies around the world to move their employees to remote locations, NTT Ltd. needed to ensure that the infrastructure of the 12,000 organizations they support was working. This required implementing their own business continuity plans and getting the employees from their Global Delivery Centers ready to work from home.

To ensure that they were able to meet their service level agreements, they used an eight step BCM framework to identify activities needed to maintain consistent outcomes and meet business requirements.

With their support teams all working from home they created a business-like environment with secure computing, networking, telephony, and teleconferencing assets and applications. With secure access to data, systems and tools guaranteed, the executive team were able to track performance and how well client expectations were being met.

## Vision

### Why NTT Ltd. needed to deliver remotely

COVID-19 has impacted every part of the world. For a global services provider like NTT Ltd. they needed to be able to deliver services to their clients, even when their own operations were disrupted by lockdowns and stay at home orders.

They operate two key Global Delivery Centers in Bangalore and Prague, as well as smaller Delivery Centers, servicing 12,000 clients across five continents. These clients range from medium-sized local businesses to global multinationals, all leveraging the expertise of the remote engineers based in these centers.

Their clients rely on the availability of these facilities to ensure that the infrastructure they depend on is always available.

In order to ensure that service levels continue to be met, even if the physical locations are compromised, they rely on their business continuity plans to guide them as to the appropriate action to take. These plans are independently verified in order to make sure they comply with rigorous industry standards.

The framework was tested for consistency, efficiency and effectiveness in the management of business disruption. This included evaluating all stages of the process from establishing the requirements, through implementation, verification, review and testing and activation.

When it became clear that they would need to support their clients remotely, they put a plan into action that had been conceived for that very situation, among other possibilities.

**‘Our virtual command center allowed us to monitor the performance of our centers as we moved to a remote operating model.’**

**Dilip Kumar**, Executive Vice President, Global Service Delivery & Operations, NTT Ltd.

## Transformation

### How they kept their support team online during lockdown

Once the magnitude of the COVID-19 crisis became apparent, the business continuity management plan ensured their clients were not impacted by a loss of support.

Starting with their documented business continuity plan they were able to activate their crisis response strategy.

The digitized risk management methodology allowed them to evaluate the severity of the event and make sure the leadership team knew exactly what their responsibilities were.

They then activated the virtual control center, which provided the virtual team with indicators they needed to effectively communicate to clients, partners, and employees.

With delivery capabilities in place to deliver remote support, the team established a hypercare process to monitor critical IT infrastructure, ensuring that any service level issues could be rapidly addressed.

All critical reporting was routed through a single, internal, secure web portal allowing for a holistic view of all performance and client-related updates.

Leveraging clear process and criteria established by the operations team they implemented the defined employee deployment policies. This included managing multiple shifts and determining when specific teams would be in the office and when they would work from home. These policies were specifically customized for the teams in Bangalore, Prague and Kuala Lumpur to cater for local circumstances.

At the same time, training was not put on hold with the live virtual instructor-led training and/or online learning options provided to keep the teams up to speed.

## Results

### What NTT Ltd. learned from creating a distributed support operation

The creation of the virtual command center has allowed NTT Ltd. to monitor the performance of their GDCs, as they moved to a remote operating model and their client's embarked on similar exercises.

This allowed them to monitor metrics such as the volume of calls, the number of employees at work each day and the performance of the network. With all this information at their fingertips, they were able to provide feedback to the executive team who were keeping a close eye on this critical resource.

This ensured that they were able to monitor service level agreements as well as view direct client feedback.

A key indicator of the success of the plan was that ticket volumes, which spiked as clients moved to remote working, soon stabilized, indicating that clients were satisfied that their systems were running as expected.

With the information they've gathered from this feedback they're looking at ways to improve. For the organization this isn't just about ensuring maintaining service level during the lockdown, but also how this data can be used to improve service delivery.

The lessons learned from having to operate in crisis mode are being used to help clients prepare for the expected 'next normal', where remote delivery and the platforms will be essential components.

With clients willing to share more data and preferring virtual engagement, platform-based automated delivery and remote services are likely to play an essential part in the future. And, continuous innovation will be critical to achieving this.