



# Leveraging ticket analytics to drive business value and efficiencies.

Harnessing the power of ticket analytics to streamline support processes and enhance operational efficiency.

# Contents.

- 4 Executive summary.
- 4 Introduction.
- 6 Lack of centralized overview and comprehensive analysis.
- 6 Identifying common inefficiencies through ticket analytics: the importance of proactive analysis.
- 8 Developing an action catalog with transparency and best practices.
- 9 Conclusion and call to action.
- 10 Authors and references.



Publisher:  
**Campana & Schott**

Campana & Schott is an international management and technology consultancy with more than 600 employees in Europe and the U.S. We are passionate about supporting our clients with the most significant changes of our time and ensure that transformation projects and major projects are successful in the long term. Our areas of focus include transformation projects in the areas of digitalization, New Work, and sustainability along with business unit and organizational transformations. Our client base includes 33 out of 40 DAX companies as well as large mid-size sector companies. A follow-up contracting rate of over 90% and excellent customer satisfaction values confirm that we regularly surpass expectations at the highest level. Campana & Schott was named Microsoft Partner of the Year for 2023 in the "Modern Work: Employee Experience" category for its outstanding achievements in innovation and implementation of customer solutions and was a finalist in the "Modern Work: Project & Portfolio Management" category.

Additional information: [www.campana-schott.com](http://www.campana-schott.com)

# Introduction.

Boehringer Ingelheim, a global leader in human and animal health, is committed to improving the lives of humans and animals through innovative therapies and preventative care. With a presence in over 130 markets and a strong focus on research and development, the company continually strives for operational efficiency and excellence. In this context, ticket analytics plays a crucial role in managing and resolving support requests, ensuring smooth operations across the organization.

### Executive summary

In today's fast-paced business environment, efficient support processes are critical for maintaining productivity and ensuring smooth operations. Boehringer Ingelheim, a research-driven biopharmaceutical company with over 53,000 employees, relies on ticketing systems to manage and resolve their support requests. This white paper presents a

case study on how Boehringer Ingelheim leveraged ticket analytics to identify common inefficiencies in their support processes and developed an action catalog to address these issues effectively. By adopting transparency and best practices, the company is able to improve its support operations, driving business value and saving money.



# Lack of centralized overview and comprehensive analysis.

The company continually invests in research and development, which makes optimizing support systems to keep pace with the evolving business landscape a crucial factor. However, Boehringer Ingelheim's ticket system lacks a user-friendly, centralized overview and comprehensive analysis capabilities, leading to potential inefficiencies in processing times and costs. This issue also hinders the identification of trends or recurring problems, resulting in repeated issues and missed opportunities for optimization.

# Identifying common inefficiencies through ticket analytics: the importance of proactive analysis.

Identifying common inefficiencies through ticket analytics is a proactive approach that enables organizations to address potential bottlenecks and challenges before they escalate into more significant issues. We worked with Boehringer Ingelheim to analyze ticket data containing information about different stages through the life cycle of numerous tickets. Our project aims to address the aforementioned challenges by analyzing ticket data from a seven-month period to enable more efficient operations, reduced costs, and improved customer satisfaction through proactive analysis and targeted interventions.

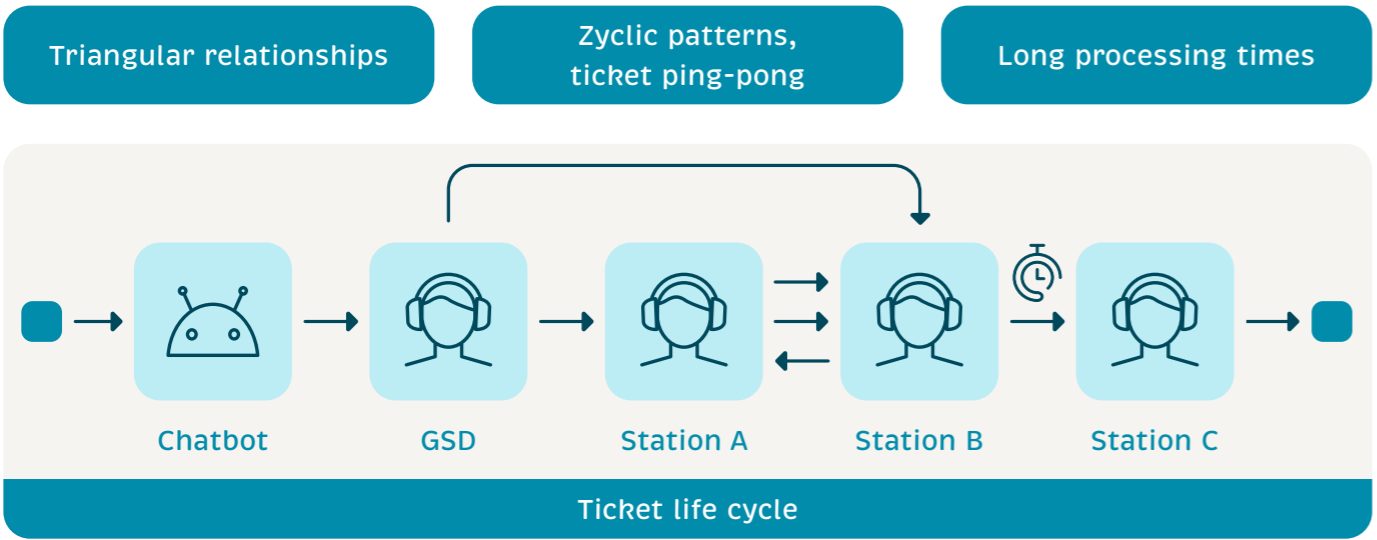


Fig. 1: Thematic areas for ESRS reporting obligations

The data revealed patterns and trends that indicate inefficiencies in Boehringer Ingelheim's support processes. This analysis allows the company to pinpoint areas where improvements can be made, leading to more streamlined operations and better allocation of resources. The main inefficiencies identified through ticket analytics are:

1. Triangular relationships: Cases where multiple teams are involved in resolving a single issue, leading to increased resolution times and miscommunication. Identifying these relationships enables the organization to streamline communication channels and improve collaboration among teams, ultimately reducing resolution times and enhancing customer satisfaction.
2. Cyclical patterns: Repetitive issues that could be resolved through proactive measures, such as preventive maintenance or user training. Recognizing these patterns allows Boehringer Ingelheim to implement targeted interventions, reducing the recurrence of issues like these and minimizing the strain on support resources.
3. Ticket ping-pong: Tickets that are frequently reassigned between teams, prolonging resolution times and causing frustration for end users. By identifying instances of ticket ping-pong, the company can address underlying process inefficiencies and ensure that tickets are resolved more efficiently, improving end user satisfaction.
4. Long processing times: Tickets that take an excessive amount of time to resolve, negatively impacting customer satisfaction and operational efficiency. Analyzing the factors that contribute to long processing times allows Boehringer Ingelheim to implement targeted improvements, such as additional training or process optimization, to reduce resolution times and enhance overall efficiency.
5. SLA delays: Tickets that exceed the agreed service level agreement (SLA) deadlines, resulting in potential penalties and damage to the organization's reputation. Identifying instances of SLA delays allows the company to address the root causes and take corrective action, ensuring that support teams consistently meet their commitments and maintain a positive reputation.

By proactively identifying common inefficiencies through ticket analytics, Boehringer Ingelheim can take a data-driven approach to optimizing its support processes. This not only leads to more efficient operations, but also contributes to the company's commitment to innovation, quality, safety, and sustainability. Based on the transparency achieved, we were able to identify actionable steps that improve Boehringer Ingelheim's operational processes.



# Developing an action catalog with transparency and best practices.

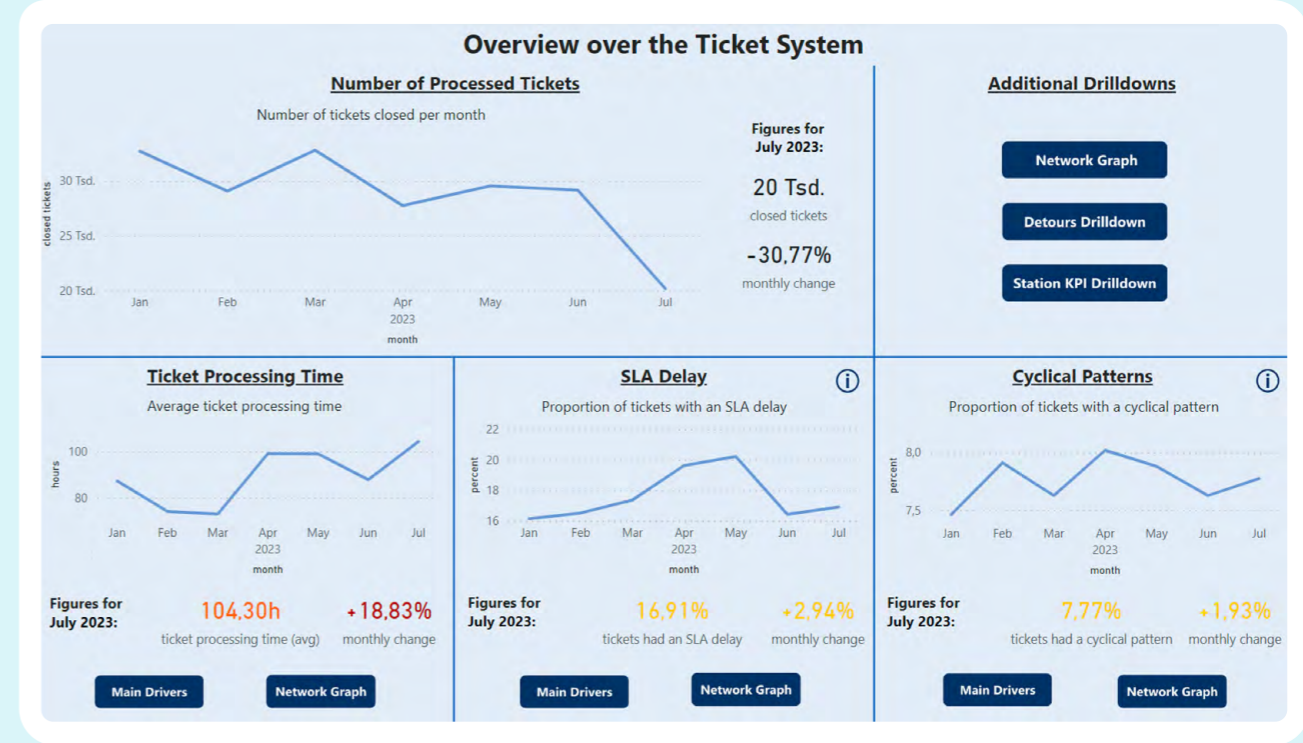
We worked with Boehringer Ingelheim to create an action catalog consisting of actionable recommendations to address the inefficiencies that had been identified. Transparency and best practices played a critical role in this process, helping the organization establish a clear understanding of the current state and develop effective solutions. Key steps included:

1. Encouraging open communication: Fostering a culture of transparency by promoting open communication between support teams and management, regularly reviewing ticket analytics to identify areas for improvement, and discussing potential solutions.
2. Establishing clear roles and responsibilities: Clarifying the roles and responsibilities of each team involved in the support process, preventing confusion and ensuring that tickets were directed to the appropriate team for resolution.
3. Implementing standardized processes: Developing and implementing standardized processes for handling and resolving tickets, minimizing ticket ping-pong and ensuring consistent resolution times.
4. Prioritizing proactive measures: Focusing on proactive measures such as preventive maintenance, user training, and knowledge sharing to minimize recurring issues and reduce overall support requests.
5. Monitoring and enforcing SLAs: Regularly reviewing SLA performance and taking corrective action when necessary to ensure that support teams consistently met their commitments.

## Conclusion and call to action

By harnessing the power of ticket analytics, Boehringer Ingelheim gained valuable insight into their support processes, identified common inefficiencies, and established an action catalog to address these issues effectively. Through transparency and the adoption of best practices, the company improved its support operations, driving business value and saving money. This case study demonstrates the potential for other organizations to leverage ticket analytics to optimize their support systems and ensure efficiency in an ever-evolving business landscape.

To learn more about how your organization can benefit from leveraging ticket analytics and implementing an action catalog, contact our team of experts for further assistance.



## Authors



**Daniel Fernau**

Senior Consultant Data & AI  
Campana & Schott



**Ramón Roales-Welsch**

Managing Consultant Data & AI  
Campana & Schott



**Philipp Hotarek**

Head of Automation  
Boehringer Ingelheim



**Prof. Dr. Mirjam Minor**

Professor for Business Informatics  
Goethe University Frankfurt –  
Department of Informatics

## Campana & Schott

Campana & Schott is an international management and technology consultancy with more than 600 employees in Europe and the U.S. We are passionate about supporting our clients with the most significant changes of our time and ensure that transformation projects and major projects are successful in the long term. Our areas of focus include transformation projects in the areas of digitalization, New Work, and sustainability along with business

unit and organizational transformations. Our client base includes 33 out of 40 DAX companies as well as large mid-size sector companies. A follow-up contracting rate of over 90% and excellent customer satisfaction values confirm that we regularly surpass expectations at the highest level.

**Additional information:** [www.campana-schott.com](http://www.campana-schott.com)