

CLIENT CASE

Spring manages a real estate portfolio with a growing operational demand from tenants, suppliers, and internal stakeholders. Service requests ranged from day-to-day technical questions to urgent disruptions. What Spring needed was not just “someone answering messages,” but a reliable operational structure that ensured continuity, clear ownership, and complete visibility across the portfolio.

Challenges for the Servicedesk:

- Availability fluctuated heavily due to temporary contracts and no backup capacity
- Knowledge left the organization regularly, requiring repeated re-training and of loss of quality.
- Requests came in via scattered channels (emails, calls, informal messages), leading to information loss and inconsistent follow-up.
- There was no ticketing system and no central “Single Source of Truth.”

As a result, Spring’s Technical Management (TM) team was frequently forced to step in to manage and coordinate disruptions directly—pulling them away from their core responsibilities. This created avoidable stress, delayed resolution times, and reduced control over priorities and supplier performance.

Spring’s key pain points were clear:

- No continuity and no guaranteed coverage and reachability
- No structural process and escalation management
- No reliable insight into volumes, progress, or bottlenecks
- Unclear responsibility boundaries (tenant vs owner vs service charge; who does what within Property Management)

Font Services was asked to professionalize the Servicedesk, restore operational control and improving customer experience for internal and external stakeholders.

OUR APPROACH: STABILIZE, STRUCTURE, & SYSTEMIZE

At Font Services, we treat Service Desk transformation as an operational change program, not a tool implementation. Our principle is simple: first create stability and clarity, then embed it into process and systems.

STEP 1 - IMMEDIATE CONTINUITY: DEDICATED SERVICE DESK WITH BACK-UP COVERAGE

We started with senior employees and management directly involved, ensuring immediate capacity while conducting a thorough assessment and defining a structured plan to professionalize the Service Desk. This ensured that operations continued seamlessly even during holidays, sick leave, or peak periods.

This step alone removed a major source of stress at Spring:

- Tenants and suppliers experienced a consistent point of contact.
- The TM team regained breathing room because disruptions no longer “automatically landed” on their desk.
- Internal stakeholders knew where to go and what to expect.

Outcome: operational calm and predictable availability from day one.

STEP 2 - CREATE OPERATIONAL STRUCTURE: PROCESSES, PO FLOW, AND DEMARCATION CLARITY

Once continuity was secured, we focused on operational clarity and repeatable working methods.

A major operational friction point was the structured issuing and tracking of purchase orders (POs).

We introduced a clearer workflow around:

- When a PO is required
- Who initiates it
- How it is documented and followed up
- What information suppliers must provide for correct processing and closure

This reduced delays, prevented misunderstandings, and made cost ownership easier to control.

Demarcation list: making responsibility unambiguous.

In parallel, we created a demarcation list that defined exactly who is responsible for what within the Spring operating model, especially between:

- Property Management
- Technical Management
- Suppliers
- Tenant responsibilities vs owner responsibilities vs service charge scope

This is often where disputes and inefficiencies arise. By aligning and documenting these boundaries, we created clarity for everyone involved.

Outcome: fewer handovers, fewer discussions, fewer “grey areas,” and faster decision-making.

STEP 3 - SELECT THE RIGHT SYSTEM TOGETHER, THEN IMPLEMENT IT PROPERLY

Only after operational stability and role clarity were in place did we move to system selection and determining workflows and processes.

Together with Spring, we assessed which Service Desk/CRM/ticketing solution would best match the organization's requirements, considering:

- Portfolio complexity
- User groups (tenants, suppliers, internal stakeholders)
- Reporting requirements
- Workflow needs (intake and assessment, escalation, ownership, SLA, categories)
- Practical adoption and maintainability

This ensured the tooling would support Spring's reality rather than forcing Spring to adapt to the system's limitations.

After the selection, Font Services led the implementation end-to-end:

- Set up categories, priorities, SLAs, and demarcation logic
- Migrated and structured the core data (properties, units, tenants, contacts, suppliers)
- Configured workflows for intake, triage, escalation, supplier follow-up, and closure
- Built the foundation for a property-specific knowledge base

A critical success factor was close collaboration with Spring's system administrator. We stayed in frequent contact throughout implementation to:

- Test functionality in real operational scenarios
- Identify what needed adjustment
- Fine-tune configuration to ensure the system worked smoothly in daily practice
- Confirm that reporting and ownership rules reflected the demarcation agreements

Outcome: a system that truly worked for Spring, not just a system that was "technically live."

OPERATIONAL MODEL AFTER IMPLEMENTATION

Once established, the Service Desk became Spring's operational backbone:

Single Point of Contact (SPOC)

All requests flowed through one channel and one process ensuring:

- No lost information
- Full traceability
- Consistent communication and service quality

Supplier coordination with active follow-up

Suppliers were held accountable to clear expectations:

- Response confirmations
- Planning updates
- Completion reporting
- Overdue chasing to prevent stagnation

Handling requests correctly from the start

Each request was:

- Registered
- Prioritized correctly
- Assigned to the right responsible party based on demarcation
- Escalated when needed
- Actively monitored until resolution

Tenant experience: professional, consistent, and transparent

Tenants benefited from:

- Clear guidance on reporting issues
- Professional communication
- Better expectation management
- Proactive updates
- Closure only after verification

RESULTS: HIGHLIGHTS FOR SPRING

By moving from an ad-hoc model to a dedicated, structured, and system-supported Service Desk, together we achieved the following highlights for Spring:

- Operational continuity (including holiday/sick-leave coverage)
- Significant reduction of pressure on TM, freeing them to focus on core responsibilities
- Clear responsibility boundaries, reducing discussions and misrouting
- Improved supplier grip through structured follow-up and accountability
- A Single Source of Truth with traceable history and portfolio insight
- True team dynamic collaboration
- Establish workflows and processes across the organization
- System migration and configuration

Most importantly, the change created **peace of mind**. The portfolio no longer relied on individual availability or informal knowledge. Service became predictable, professional, and scalable.