Client Profile

The client is part of a global diversified pharmaceutical and manufacturing company with North American headquarters located in the northeastern United States. It supports approximately 20,000 end-users across 35 locations in the U.S. and Canada. The client has worked with Pomeroy continuously since 2005, beginning with its North American onsite hardware and software support, and subsequently expanding the relationship to include procurement and logistics services, and an onsite service desk. Client requirements of its service desk provider included Gartner industry recognition, top tier referrals, and demonstrated track records developing creative solutions and driving Continual Service Improvement.*

The Challenge

Prior to the Pomeroy engagement, service desk effectiveness was strictly measured upon activity level (calls logged and routed), rather than the effectiveness of issue resolution. Consequently, end-user contact volume to the service desk decreased due to widespread lack of confidence.

The decline in end-user confidence was rooted in the perception that the service desk was staffed with unmotivated “call takers” who lacked the knowledge, skills and tools to resolve the most routine Level 1 issues. There were frequent complaints from the field sales organization, for example, around lack of access to company email and corporate data on some 10,000 i-devices—information critical to closing new business.

Without proper resolution of these issues through the service desk, end-users resorted to unauthorized technical support at their respective locations, leading to undocumented, non-standard work and, at best, temporary solutions. The service desk became the solution of last resort, receiving mediocre customer satisfaction scores (3.75 out of 5) among the 7% of users who bothered to respond to surveys.

In addition, the desk staff was comprised of dozens of independent contractors aligned with multiple third party staffing organizations, the negative consequences of which were poor team management and motivation, and inadequate training and individual skill development.
The Solution

- **Establish a Single Point of Contact:** Pomeroy re-engineered the service desk to integrate support of all end-user technology – hardware and software support, remote software updates and patches, mobile device activation and network support – a vision that required buy-in from both senior management and each individual service desk team member.

- **Promote Individual Development:** A series of steps were taken to improve motivation and performance through effective problem-solving, communications and customer service skills. First, the intellectual bar was raised for all service desk managers, team leads and analysts, establishing minimum Level 2 capabilities through HDI training, ITIL orientation, Apple OS certifications, and an expanded knowledge base repository.

  Pomeroy re-badge the 38 members of the service desk as its own employees to provide effective management through regular one on one goal-setting, two-way communications, performance reviews and ongoing career development.

- **Improve Customer Satisfaction:** Issue resolution, customer service and service quality measures were established as a result of the service desk transformation. This demonstrated to the 28,000 end-users a renewed commitment on the part of the company to support their needs.

The Results

**Cost Reduction**

- Reduced field hardware/software resource requirements by 30% through the integration of service desk, mobile device and network support into a central location, and by aggressively pursuing team skills development and problem-solving capabilities.

- Cut i-device activation costs by 50% by streamlining administrative processes and analyst skill development.

- Reduced costs were part of $15 million in overall service desk and IT infrastructure improvements and cost savings over five years.

**Increased Customer Satisfaction**

- 27% rating improvement (to 4.7 from 3.7, out of 5)
- Doubled survey participation, to 16% from 7% (industry average is 15%).

**Improved Productivity**

- Ticket Management - 45% improvement (94% of all tickets now originate at the service desk vs. 65% benchmark).

- First Call Resolution - 19% improvement (70% of all contacts vs. 59%, including 97% of contacts deemed resolvable on the first call).

- SLA Attainment - 100% - Pomeroy has never missed an SLA expectation.

The Value

Rather than settle for incremental improvement, Pomeroy deployed its vision for service desk transformation and performance optimization predicated upon standard HDI and ITIL methodologies for service quality, productivity improvement and opportunities for significant cost reduction. As a result, the client expressed high satisfaction with both the bottom line results and the establishment of a platform for continuous improvement.

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