Case Study
Global Manufacturer Re-engineers End-user Computing

Client Profile
This Fortune 150 company is the world’s leading manufacturer, marketer and innovator of major home appliances, with annual sales of approximately $18 billion, 68,000 employees, and 65 manufacturing and technology research centers around the world. Its products represent some of the best known and globally recognized consumer and commercial brand names in its industry.

In 2013, the manufacturer embarked on revamping its global approach to end-user computing support, then managed by a single tier one service provider. Its objective was to develop a standard approach for all global operating groups, with each supported regionally by individual service providers. The company approached Pomeroy to compete for its North American end-user computing support business.

The Challenge
The company’s concerns were rooted in two basic issues. It believed its current service provider was motivated more by SLA performance measurements and ticket closure than understanding underlying end-user support issues and driving continuous improvement. The company also perceived it no longer benefited from competitive market rates for its end-user computing services.

It decided to split up its global approach to end-user support, separating North America and its other regional operating groups in Asia, Europe and Africa. To that end, the company established four key objectives for North America:

- Engage a Gartner-recognized service provider with strategic vision and who would bring a higher standard of flexibility, agility, collaboration and pursuit of continuous improvement.

- Build and transition to a single IT support operating model across North America – at 134 sites in the U.S., Mexico and Canada in only 45 days (90 days is typical) – before the current provider’s contract end date.

Results
- Achieved an aggressive 45-day transition to a standardized global service delivery model – without a single major incident or outage.

- Recruited, hired and deployed 55 technical resources for 16 locations in the U.S., Mexico and Canada in 21 days.

- Pomeroy’s transition management methodology was considered so effective, the client adopted the model as the standard approach for its large scale transitions in Asia and other regions.

IT Infrastructure Services
- End-user computing services
- Hardware and software support
- Staffing services
- Project management

IT Infrastructure Services
- End-user computing services
- Hardware and software support
- Staffing services
- Project management
• Improve service quality and support to 27,000 end-users by replacing inconsistent, decentralized global support models with standard processes.

• Simultaneously deploy a new global ITSM tool within the same 45-day timeframe – without incurring additional time, expense or country-specific customization.

The Solution

• Build and manage an integrated transition project plan in collaboration with global IT leadership and two North American transition teams.

• Standardize and document new workflows, sharing them across all North American stakeholders through a common Service Management Manual template.

• Improve information sharing through regular international performance metric reviews and process improvement meetings.

• Apply a “see it, own it” service support mindset that emphasizes individual accountability for communication, issue escalation and client satisfaction over strict technical SLA attainment.

• Establish close working relationships between the Pomeroy program executive and the client steering committees to drive Continual Service Improvement.

The Results

• Successful, on schedule transition to a common service delivery model, meeting aggressive transition milestones – without a single major incident or outage.

• Recruited, hired and deployed 55 technical resources for 16 locations in the U.S., Canada and Mexico in 21 days.

• Key to the successful transformation was an effective, highly collaborative Pomeroy – Client “partner relationship” – where both parties were equally engaged and accountable for results.

The Value

The client cited Pomeroy’s North American transition methodology, strong communications plan and energetic teamwork for a successful transformation – despite highly aggressive milestones. That led the senior global IT leader to remark: “I am seeing daily that Pomeroy cares about our success.”

The company considered the Pomeroy transition management methodology so effective, it subsequently adopted the transition model as the standard for simultaneous transitions in Asia and other regions.