



An HCL Technologies Company

Efficiency Gains Realized: A Top 20 Pharma Company Implements a Centralized Service Desk Support Model in Europe

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The Challenge:

A global top 20 pharmaceutical company wanted to leverage its market position by outsourcing non-critical IT support functions in Europe. The outsourcing partner needed to be an innovative IT organization that could understand the business environment, implement best practices, and offer high quality IT support, resource management optimization and optimized project execution.

When the project started, however, the pharmaceutical company had a decentralized country-centric staffing model with local IT reporting directly into the local Finance Director, and only a loosely defined dotted line to the European IT Director. This decentralized organization drove inefficiencies, and created barriers to delivering a high level of service to the end-users across all affiliates in 33 countries.

The Solution:

As part of an EU Efficiency Project, the pharma company made the strategic decision to globalize the user support infrastructure by engaging a partner to consolidate its IT service desk support resources under a focused and unified management structure.

In the US, the pharmaceutical company already enjoyed an efficient and cost effective 11-year history with C3i Solutions including Service Desk and Hardware Services. In addition, C3i Solutions already provided Siebel training for the company's sales force across Europe, making C3i Solutions a proven and trusted partner. C3i Solutions' unique capability to provide cost efficient and pan-European multilingual support from a central location was a key selection factor for the client.

The European IT Director decided to transition help desk support services from local IT teams in each country to a centralized solution with C3i Solutions, establishing a multi-channel single point of contact for all of Europe. The project was initiated in Switzerland, Portugal, and Greece with support for over 500 remote users from C3i Solutions' operation center in Sofia, Bulgaria.

The new model was a significant change of culture for the office based users who were unaccustomed to contacting a centralized help desk rather than local IT technicians. It was initially met with some resistance, but soon proved to be very effective for the users. C3i Solutions' subsequent addition of desk side support for selected affiliates also helped to demonstrate the effectiveness of the new model.



Currently, C3i Solutions service desk solution supports 200 applications and 3500 users in ten languages across 33 countries in Europe. Inbound traffic across the network exceeds 6000 calls and e-mails per month and approximately 1800 service desk tickets. Complementing the service desk, C3i Solutions also supports the client's manufacturing site in France with 1100 users, providing 24/7 multi-channel support in English and French which generates additional 550 cases a month through 700 inbound calls and e-mails. Virtual MS Office training, video recorded trainings, SharePoint administration and web site design are some of the incremental services also being delivered to the client.

The Results:

C3i Solutions synchronized the hardware sourcing, distribution and people availability in a very dynamic environment. The scope of the project was constantly changing and the timeframes shrunk — initially the deployment was planned to span thru Q1 of 2015 but eventually had to be completed by the end of 2014.

C3i Solutions managed to execute the deployment project successfully across all locations in less than four months. All machines were pre-built, shipped and distributed to the users at the pre-defined timeframes, without compromising the level of quality.

The project was completed with a very high degree of satisfaction from both the client and end users, as evidenced by the extremely positive feedback:

✓ The EU Efficiency Project reduced overall staff in EU offices by 350 during the first months of implementation. This prompted the company to further centralize support for all remote and office based users in Western European countries. The project started with 500 end-users and eventually grew to 3500, plus additional 1100 users in the company's manufacturing site in France.

✓ With C3i Solutions service desk taking care of instructional questions and technical troubleshooting, the company could free employees from Tier 1 support and re-allocate them to higher-value activities. Moreover, implementing the central support model allowed effective leveraging of best practices across the enterprise resulting in reduced resolution times.

✓ A critical success factor is to limit the number of cases that are escalated to the company. During the first year of operations, C3i Solutions managed to resolve 79% of the tickets and escalated only 21%. Leveraging C3i Solutions' follow-up process on escalated cases also has a positive effect on the turnaround time.

✓ Another benefit realized for the pharmaceutical company is the ability to handle volume during spikes, such as when rolling out new applications. On a monthly basis, C3i Solutions forecasts interaction volume based upon upcoming business events, which are then used to plan service desk staffing levels to achieve Service Level Agreements. C3i Solutions' accurate forecasting of business and technology events is an important element of its help desk success.

With C3i Solutions acting as the single point of contact service desk, IT support was standardized for all 3500 users in 33 countries in Europe. C3i Solutions provides consistent knowledge management, call handling, call escalation, and performance reporting, all enabling significantly improved levels of service. C3i Solutions' helpdesk analysts' understanding of pharma sales processes and management maximizes first call resolution. Leveraging C3i Solutions' application knowledge and customer support best practices resulted in 93% of contractual SLAs met during the first year of operations. Most importantly, an average Customer Satisfaction rate of 98% was achieved during that period.