

## ABOUT EMTEC®

Emtec is the right size provider of technology-empowered business solutions for world-class organizations. Our local offices, highly-skilled associates, and global delivery capabilities ensure the accessibility and scale to align your technology solutions with your business needs. Our collective focus is to continue to build clients for life: long-term enterprise relationships that deliver rapid, meaningful, and lasting business value.

## INFRASTRUCTURE SERVICES

Emtec delivers comprehensive lifecycle Infrastructure Services – from requirements analysis, selection, planning, design, procurement and deployment, and technical support, to ongoing service management and outsourced managed services. From the desktop to the data center, our services include not only the procurement of hardware, but providing you with the tools and ability to efficiently provide support, security and effective use of internet computing assets.

- ITSM
- Data Center
- Business Application Infrastructure
- End User Computing
- Platforms

## FIRM PROFILE

When one of the largest universities in North America decided to enhance its IT service management (ITSM) capabilities, it quickly became clear that there were too many chefs in the kitchen. The experts at Emtec were able to provide a recipe for success.

## THE BUSINESS CHALLENGE

As part of an effort to consolidate its IT resources and streamline its processes, the university issued an RFP inviting solution providers to bid on a project for implementing one common toolset – BMC Software's Remedy ITSM suite. Emtec submitted the winning bid, but quickly found the university had much more on its plate than a straightforward tool implementation.

An issue was that the people who authored the RFP were no longer around. Those who were left were kind of blind sided and not sure what toolsets and processes they had in place. Another was that they thought there were common processes, training and documentation in place, but once the project was underway, quickly realized that was not the case,

The University had two IT departments and 12 service desks, all operating in totally different ways with different tools and processes. They were operationally, geographically and departmentally fractured. The disparate systems did not allow for sharing of information (i.e. metrics of calls, etc.). They were in pure reactive mode doing what they could with tools they had.

This is an unfortunately common scenario when it comes to ITSM. If Emtec had just come in and implemented a tool, it would have eventually led to failure. At its core, ITSM is ultimately about solving end-user issues quickly, ensuring appropriate uptime and making sure changes are properly

managed. It is more about ensuring tight business processes than a piece of software or technology. Using ITSM to solve these issues isn't as simple as installing a tool and linking it to a database.

When ITSM programs don't meet organizational expectations, it is almost always due to a lack of up-front planning. Beyond tool selection and implementation, a good ITSM plan must address issues such as process development, cultural resistance, organizational change, employee training and ongoing process governance. Emtec found those ingredients lacking. Additionally, each time a question was asked, there would be 12 different answers. Emtec decided to put the brakes on the Remedy tool implementation and do some process reengineering.

## THE SOLUTION

Outside the scope of the original engagement, Emtec set up a series of workshops designed to formalize and document the processes that would provide the basis for university-wide incident and change management procedures.

Equally important, the workshops allowed Emtec to breakdown pockets of cultural resistance to change by getting each of the satellite IT shops involved. Each division liked their process, so why change? Handling emotional change management is a must in these projects. Consensus-building exercises ensured that each group used common

“They can generate reports for the full university or for a single department. It is a positive approach for their future.”

verbiage, handled problem tickets in the same fashion and used the same processes for reviewing, approving and implementing changes.

Emtec brought everyone together to discuss the Remedy tool and processes built into the tool. After listening to their specific needs, everyone agreed that this is the tool and agreed that these are the procedures and the way information will be tracked.

The University now has one central tool used by all of the service desks. With a single tool, a single process and a single language it makes it possible to now work cooperatively – They can now pass tickets from central to satellite locations easily. All the information they extract is also now consolidated in one place for transparency across the board.

This information enables them to make proactive decisions about what might need to change to improve overall IT performance, rather than simply reacting to problems and issues as they arise. The university now has 4-5 months of data that can be analyzed in the tool. This visibility is deal changing. One recent example is the sheer number of password-user credentials calls they can now see they are receiving. A potential password tool to help reduce/ eliminate calls is now in the works.

Emtec also provided ITIL foundation training that was recorded, and is referred back to even now on regular basis.

## RESULTS

Having acquired a taste for Emtec's comprehensive approach to ITSM planning and implementation, the university has now engaged Emtec to continue providing Tier 1 support for BMC Remedy issues and has proposed additional projects to enhance its service management abilities. These proposals include having Emtec develop a more detailed CMDB (Configuration Management Database) as well as an online service catalog. These features could eventually enable the creation of an automated self-service ITSM portal through which end-users can bypass the service desk and look up frequent issues, log incidents or check on the status of a ticket themselves.