



## TRAINING AND CONSULTING FIRM CREATED AN EFFICIENT INTERNAL HELP DESK

### FRANKLINCOVEY

/// BUSINESS VALUE CASE STUDY



FranklinCovey needed to streamline noncore background functions in order to enhance consulting services. By implementing the Best Shore<sup>®</sup> solution for the internal help desk, EDS, an HP company, greatly reduced cost and improved response time and efficiency to help desk requests.

#### CLIENT PROFILE

[www.franklincovey.com](http://www.franklincovey.com)

FranklinCovey is the global leader in effectiveness training, productivity tools and assessment services for organizations, teams, and individuals.

**Industry:**

Consumer Industries and Retail

**Founded:**

1997

**Headquarters:**

West Valley City, Utah

**Revenue:**

\$282.6 million

**Business Needs Addressed:**

Productivity

#### Highlights

##### Goal

Enable FranklinCovey to provide highly responsive help desk support to its employees while shifting focus back to its core strategic business goals.

##### Solution

Implement EDS' Best Shore help desk model to provide greater coverage, better structure and visible measurement of service levels, availability, and recurring issues. Facilitate business process changes to increase the overall efficiency of the organization

##### Results

FranklinCovey realized a cost savings of 30 percent or \$9.3M while experiencing significant improvements in call response times and adoption rates, as well as decreases in call volume due to the resolution of recurring business process issues.



*“Outsourcing our help desk support function to EDS has allowed us to streamline our business processes, institute and track best-in-class service level agreements, and significantly improve customer satisfaction.”*

**Mike Connelly**  
Vice President,  
Information Technology  
FranklinCovey

## EXECUTIVE SUMMARY

FranklinCovey has built its business model around customer response and service delivery. In order to grow its consulting and services businesses in a rapidly changing market, FranklinCovey determined it was best to streamline noncore background functions and processes. By implementing a Best Shore solution for the internal help desk, FranklinCovey realized a 30 percent operational cost savings of \$9.3M and significant improvements in structure and response to help desk requests. Before the Best Shore approach, employees had to wait for a live person to come to their desk and resolve an issue. Today, employees benefit from a tiered, highly responsive help desk structure with most requests handled over the phone. In addition, putting EDS' expertise to work led to the implementation of major process changes that have eliminated many of the issues causing recurring calls. Finally, with seasonal fluctuations in FranklinCovey's business model, the company needed to ensure support scalability, and EDS delivered this through its Best Shore model. Implementing EDS' Best Shore solution has allowed FranklinCovey to focus on its core competencies of training and consulting.

## **The Challenge: Improve and Maintain Help Desk Support & Customer Service Levels, Allowing FranklinCovey to Concentrate on its Core Business Functions**

FranklinCovey's in-house help desk support had become labor intensive and time consuming, detracting from the company's ability to focus on its core strategic activities. Without service level tracking or visibility into support, senior management could only sense that the structure was not operating at top efficiency. Since its catalog call center and retail stores operate beyond standard business hours and across time zones and because it also has remote consultants working around the globe, FranklinCovey required round-the-clock help desk support to ensure no downtime in processing transactions. Often, however, higher level technicians became burdened with Tier 1 service issues, creating a thin coverage model and uneven workflows with one service zone potentially overextended while another might be idle. Finally, identifying and resolving recurring problems proved impossible without a system for tracking help desk issues.

FranklinCovey realized that it needed a better way to handle help desk requests while ensuring daily operations. However, given that the current help desk was located on campus, FranklinCovey faced the challenge of transitioning employees from the type of customized support where the company may hire someone just to address a single problem. FranklinCovey needed to be able to demonstrate that any change in help desk support would provide the same level of responsiveness, though through different channels, and staff would be able to maintain high levels of efficiency in managing business needs. Help desk is a critical component for FranklinCovey as the assistance provided, ranging from application help to hardware issues, impacts the revenue flow into the organization. Even minimal downtime could negatively impact order processing and how customer's needs are addressed. Due to the critical nature of the help desk, FranklinCovey approached the need for change very carefully.

### **What FranklinCovey Wanted**

FranklinCovey wanted an IT partner with the expertise to most effectively manage its help desk support needs while identifying areas for business process improvements and increases in business efficiencies. The key criteria were:

- Improve productivity of both the help desk and FranklinCovey employees
- Identify and improve business processes that would increase overall organizational efficiency
- Decrease overall help desk support costs
- Provide staffing flexibility to support FranklinCovey's cyclical needs

## FranklinCovey's Bottom Line for the Project:

A 30 percent operational cost savings representing \$9.3M and an increased level of responsiveness and support that allows FranklinCovey to focus on its core services and offerings.

## FranklinCovey Chooses EDS

FranklinCovey evaluated multiple vendors during its decision-making process. The partner it chose would have to understand the business drivers and areas of opportunity to improve the business. EDS proposed a structure that would help manage business processes that had been handled by different groups rather than a centralized infrastructure. EDS not only understood the changes that needed to be implemented to realize savings, it recognized that these changes would only be successful if senior management supported the process improvements. FranklinCovey selected EDS to develop structure around a somewhat maverick IT department and help desk because of EDS' strength in process documentation, along with its understanding of FranklinCovey's core business needs and core competencies.

## The Bottom Line for FranklinCovey

Contracting EDS to manage the help desk and implement process change led to significant improvements in efficiency for FranklinCovey. Prior to implementation of the new help desk environment, there had been a lack of structure and visibility into issues that had a dramatic impact on business efficiencies. Service tickets had been queued upon receipt sorted primarily by severity of the issue. Meanwhile workload had been sorted by location, with the campus and outlying areas divided into coverage areas, without much attention to workload balance or skill level of the support staff. This led to over-qualified staff solving basic issues in one area with more business-critical issues in other areas going unresolved due to lack of visibility. The lack of help desk tracking prevented the company from identifying recurring, systemic process issues that might be prevented by implementing changes to core business processes.

EDS deployed its Best Shore solution, which continued to provide round-the-clock support without any downtime or disruptions to FranklinCovey's business operations. EDS also implemented service level tracking and infrastructure enhancements to increase the overall efficiency of the organization. In the five years since the transition, customer satisfaction levels have increased, largely because skilled and experienced resources are now better aligned with the appropriate issues that require their attention. And core business processes have been identified and optimized.

Identifying areas for business process change was one of the key components of the EDS approach. By implementing tracking of service issues, EDS could pinpoint repetitive issues and implement changes in business process that would substantially lower call levels for basic problems. As in most companies, there was a wide range of computer skill and familiarity among FranklinCovey employees. Simple functions such as password synchronization between different applications generated a large number of calls to the help desk. Identifying that issue and initiating a business process change dramatically decreased Tier 1 service calls to the help desk.

EDS quickly established service level agreements around key business process needs, providing FranklinCovey with visibility into technology issues and enabling better allocation of resources to effectively support employee needs. This began with identifying the top 10 calls to determine key areas of focus and potential business process changes. The service level reports provide senior management with a complete view of the support process, prior to which they had to rely on secondhand information coming from various sources including users, support staff, and managers. Having quantifiable information to evaluate performance and identify issues has also led to better decision-making processes regarding changes in hardware and software to support the business environment. Service level baseline standards have led to:

- Consistent 24x7 monitored availability of application users with revenue responsibility of \$200M
- Resolution times that are adjustable for different priority level incidents while meeting high expectations from end-user
- Increased availability of help desk resources to support global end user needs
- Increased first call resolutions

Being able to better identify call issues also led to improved response times and appropriate responses to all levels of severity. By creating a single team concept and identifying severity levels of calls, response is managed through a queue, leading to improved visibility of open calls, areas of need and overall response time. Offshore support staff brings more depth and expertise allowing better alignment of staff qualifications with business issues, resulting in faster resolution. Building structure around the help desk response process has eliminated the misallocation of resources, particularly on Tier 1 calls, where an employee could request their favorite help desk person come around and help them solve the problem. These changes, and specifically the culture change associated with the previous in-person and immediate response to Tier 1 issues, created challenges that EDS had to overcome, along with proving that the new system was as efficient, responsive and effective as the old process. The increase in customer satisfaction levels since implementation clearly demonstrates that EDS' structured response system best supports the demanding business needs of FranklinCovey.

Most importantly, FranklinCovey has maintained 24x7 availability of end user support for all applications with no degradation in service and increased availability of resources to support customer needs. What's more, first call resolution numbers have increased since EDS assumed responsibility for the help desk with the help desk adoption rate up by half, attesting to improved productivity and user comfort with the new help desk process.

Figure 1: Benefits - Current Service Levels

Service Category Level	Service Level	Performance Level
Response Time	180 seconds	30 seconds
Resolution Time	Not measured	7 percent
Service Hours	9 to 5	24x7

*“EDS has proven its ability to support our users with an offshore approach, achieving higher availability and lower costs, while freeing company resources to focus on our core competencies.”*

**Mike Connelly**  
 Vice President,  
 Information Technology  
 FranklinCovey

Figure 2: Benefits

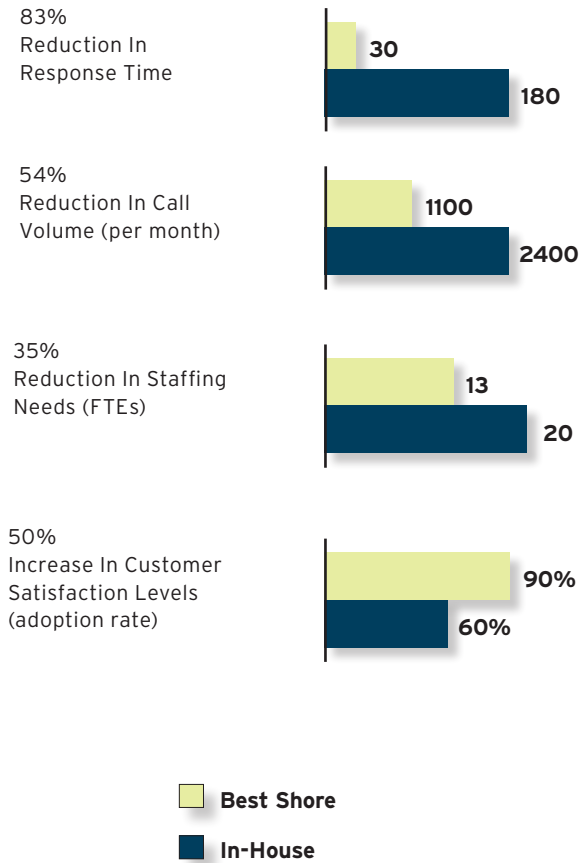


Figure 3: Benefits

OBJECTIVE	BENEFITS ACHIEVED
Improve productivity of help desk and FranklinCovey employees	FranklinCovey has lowered the number of calls made to the help desk by 54 percent with calls more quickly and accurately routed to the appropriate tier of support. This allows employees to concentrate on core business needs and help desk support to appropriately respond to the urgency of the request
Identify and improve business processes to increase overall organizational efficiency	Gaining visibility of top 10 call issues and queue prioritization has led to business process changes. Allowing employees to manage certain change functions has contributed to the overall decrease in call volume
Decrease overall help desk support costs	With the identification and change of business processes and the queuing of calls by severity, FranklinCovey has been able to decrease help desk support costs by 30 percent
Provide staffing flexibility to support FranklinCovey's cyclical needs	Through EDS' Best Shore approach, and the analysis of core help desk issues, FranklinCovey is supported by a geographically dispersed tiered system that provides resources 24x7 and can scale according to business needs

### FranklinCovey Looks to the Future

FranklinCovey views its partnership with EDS for help desk support as a cornerstone of its ability to focus on core strategic business needs. Providing increased levels of service at lower costs has allowed FranklinCovey to enhance efficiency, make more informed technology decisions and identify key areas of opportunity for infrastructure changes. As this partnership evolves, FranklinCovey will look to EDS to continue adapting its help desk operation to support the company's growth, both of its offerings and its global reach. Having experienced EDS' commitment to process management and change management, FranklinCovey is confident in EDS' ability to help the organization become even more agile while ensuring the highest levels of service.

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## About EDS

EDS, an HP company, is a leading global technology services provider, delivering business solutions to its customers. EDS founded the information technology outsourcing industry more than 46 years ago. Today, EDS delivers a broad portfolio of information technology and business process outsourcing services to customers in the manufacturing, financial services, healthcare, communications, energy, transportation, and consumer and retail industries, and to governments around the world.

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