



Case study

Name: Computacenter UK Ltd
 Sector: IT Infrastructure Services
 Location: Hatfield and Nottingham

Delivering long term value and market leading performance

A performance improvement project at the Infrastructure Services division of Computacenter UK has ushered in a new era of operational delivery that's enabled the business to perform better and work smarter. The result is improved margins, greater revenue per Service head, and the capacity to execute new contract take-ons.

Background

As Europe's leading vendor-independent IT infrastructure services provider, Computacenter manages and transforms its customers' IT infrastructures and operations to improve quality and flexibility of service while significantly reducing costs.

Following a sustained period of growth, the company's UK services business has successfully measured up to tough marketplace pressures, ranking number one for customer reference-ability and satisfaction in both the 2012 and 2013 KPMG UK Outsourcing Services Provider Performance and Satisfaction Survey.

To deliver greater value for customers, increase capacity to handle new contract wins and reduce its service delivery cost base, the Infrastructure Services division decided it was time to put productivity and efficiency in the spotlight.

Key challenges

- Maximise the performance and productivity of technical analysts providing remote problem resolution, incident management and support services to UK customers
- Introduce integrated resource-to-work planning to maximise analyst availability and boost operational capacity
- Introduce operational reporting that enables managers to enhance 'first time fix' customer resolution rates and delivers full visibility of the KPIs that drive performance

Key gains

- Productivity gains translate to capacity to undertake £2 million additional revenue generating contracts and projects, with no increase in analyst headcount
- SLA performance is up, thanks to improved first time fix rates, streamlined job scheduling and improved resource sharing
- A new management operating system delivers cross-functional collaboration that has revolutionised service delivery to customers, enabling analysts to engage in constructive 'valued partner' dialogues with customers

The challenge

Having invested in developing a world-class Infrastructure Services business from the ground up, Computacenter wanted to shift the focus from building to managing for long term performance.

With around 300 personnel based at Nottingham and Hatfield providing first, second and third line support services for customers, teams undertake a complex range of incident, request, change and problem management activities.

Boosting productivity would generate extra capacity to take on additional contracts and enable Computacenter to increase the overall gross margin achieved by the business through the successful execution of new potential revenue stream opportunities.

“With our formative years behind us we needed to grow the business without a pro rata increase in headcount. This would enable us to compete more effectively in the market and pass on greater cost savings to our customers whilst retaining margin,” explains Julian Wase, Infrastructure Services Director UK, Computacenter.

To assist the business with its transformational vision, Computacenter turned to Managementors.

Managing for performance

Senior management were aware the business lacked an effective Management Operating System and that this was inhibiting the ability of managers and team leaders to effectively plan and control existing work streams.

Typically, the initial management response to escalating workloads and new projects was to request additional headcount which was not sustainable over the long term.

“We knew our existing management system wasn’t designed to generate the productivity we needed. It was time to bring in Managementors to analyse workflows, identify the gaps, and help us build and apply the systems we needed,” explains Julian Wase.

An in-depth analysis of the operation would reveal what needed to change, why and how.

“The initial study undertaken by Managementors gave us a huge amount of detail and clear evidence of our current productivity and associated delivery costs – it gave everyone food for thought,” confirms Sean Shepley, IFS Operations Director.

To maximise performance it was clear that operational goals and targets needed to be redefined, and models to forecast workload by volume and type put in place to enable accurate manpower planning to take place.

“Managementors are experts at applying a Management Operating System to an operation and taking management teams through how to apply it successfully to a business. It’s what they live and breathe,” observes Julian Wase.



“Managementors understand what productivity and efficiency look like. It is what they do and they were excellent at bringing it to us.”

Julian Wase, Infrastructure Service Director UK, Computacenter

The journey to active management

Managementors provided on-the-job coaching to help operational managers and supervisors analyse key performance indicators, undertake integrated workload planning, and lead daily and weekly reviews with their teams of analysts. They also demonstrated how, by collaborating across team boundaries, issues impacting performance could be resolved.

“Managementors gave us a structured approach to rebuilding a Management Operating System in a highly supportive and non-prescriptive manner. Individuals were assisted every step of the way on their journey towards effective leadership,” explains Sean Shepley.

Within weeks managers began to demonstrate active management behaviours, utilising data from the MOS to identify gaps between planned and actual achievements.

“People became confident about working with the MOS, harnessing the data it provides to improve our business on a daily and weekly basis,” continues Sean.

Outcomes

The Management Operating System has enabled managers to identify and target wastage in the operation and clearly defined productivity for everyone within the operation.

“Managementors gave us the structures and tools we needed to unleash analyst productivity, improve interfaces across the operation and clearly define roles and responsibilities,” confirms Julian Wase. “Teams are now proactively managed and everyone has a forum to highlight and escalate issues to supervisors.”

The resulting increased analyst capacity has opened the way to the operation taking on additional customer projects and onboarding new contracts with no increase in headcount. Furthermore, the improved first-time fix rate has generated positive customer feedback and the organisation is confidently moving into a new era of working where productivity and performance is high on the agenda.

“Managementors gave us the external perspective and knowledge we needed. It would have taken us three years to get where we are today – but Managementors kick-started the process in just three months.”

Julian Wase, Infrastructure Service Director UK, Computacenter



Contact us to find out what Managementors can do for you

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