



CASE STUDY

## WHEN KEY FUNCTIONS ARE FALLING SHORT

Managed Services Will Optimize the Process and the Team

OUTSOURCE

### THE BUSINESS CHALLENGE

Our client's Application Maintenance & Management Group – a small core of employees and some 40 offshore resources – was **failing by virtually every indicator**. Defects weren't being fixed, enhancements weren't coming out on time, leadership was inconsistent, employees left or scrambled to get off the team, application knowledge had dropped accordingly, dependency on offshore resources had increased (with poor results), and **customer satisfaction levels had fallen precipitously**. Nobody was happy in this ecosystem, and our client needed expert help to determine the root cause of the issues and develop a remediation plan.

### AGSI'S HIGH-LEVERAGE SOLUTION

AGSI analyzed the flow of work into, through and back out of the group, and discovered contributing issues at every stage. The small internal **team didn't have the right organizational structure, the right level of leadership, the right skillsets or enough of the key skills**. They were overwhelmed by work constantly gushing at them in fire hose mode, and all they could manage was to funnel it to the offshore vendor in the same manner. The team had **no process discipline and no metrics** around the decision variables involved in passing work offshore or around performance benchmarks for the vendor. Complaints flowed in as fast as the work. Small wonder the employees left as quickly as possible.

AGSI had a comprehensive solution: We assumed leadership of the functional group under a managed services solution within IT. A core team of our consultants, who had deep application knowledge and experience with this client, **developed and implemented a disciplined process for demand management**. Our process assessed the kind of work required, the appropriate level of effort and the priority, and then triaged whether the work should be handled by employees or could be passed to the offshore team. If work was to go offshore, the process discipline also required **clear vendor expectations** and high confidence of results, with metrics to confirm. Our focus at every stage was to **streamline workflow, increase output and increase efficiency, managing demand in a factory model with rigor around delivery and a commitment to quality**.

### VALUE TO THE ENTERPRISE

The results were dramatic. **Timelines went down, dependence on the offshore team went down, the level of throughput went up, employee satisfaction went up, and customer satisfaction went up. The employee team went from constant turnover to zero turnover for three years**. Our approach to deploying and managing human capital fostered team improvement every day. Our application knowledge base also was a critical benefit, resulting in **defects being fixed once rather than patched every month**. In a short timeframe, AGSI built a totally different team and operation, with direct effect on this client's customer service.

### IN BRIEF

#### CLIENT:

NASDAQ-traded Internet Infrastructure Operator

#### ENGAGEMENT:

Functional Managed Services / Application Maintenance & Management

#### CHALLENGE:

Reestablish strong performance for a struggling application maintenance team, and reverse falling employee and customer satisfaction levels

#### OUTCOME:

A targeted managed services solution established a disciplined, metrics-based delivery process and enhanced team development, significantly improving satisfaction across all stakeholder groups