

## INTRODUCTION

Network Computing is reviewing the viability of outsourcing enterprise help desks. This feature story will include in-depth profiles on key companies defining the next generation of help desks. Profiles will be generated using a fictitious Request for Information (RFI) from Metropolitan Care, below. Returned RFIs will be analyzed and compared in our April 2, 2001 issue.

Your company has been selected for one of our profiles. To participate, you need to answer the questions that make up the Deliverables for the RFI. Answer all questions in light of your current services. If you wish to comment on the capabilities of future services, please do so but qualify them as future services and provide a time frame for their implementation. If a question is not relevant, please indicate that and tell us why it is not relevant.

## REQUEST FOR INFORMATION

### Schedule and Logistics

Incorporate the RFI Deliverables directly into this file. Each deliverable aims to provide you more information and collect facts and figures that you will need for the final deliverable and your proposed solution. You may include other materials supporting your answer, but attach them to this document or include them with your e-mail response. Note that a reference to a URL is not a sufficient answer.

If you have any questions, please contact the author:

**Sean Doherty**  
**E-mail: [sdoherty@nwc.com](mailto:sdoherty@nwc.com)**  
**Phone: 315-443-2577**

Please return this document and any supporting materials to Sean at the above e-mail address. We prefer an electronic response, however, RFIs can also be mailed to Sean's attention at

**Center for Science and Technology**  
**Room 4-206**  
**Syracuse University**  
**Syracuse NY 13244**

RFIs must be received via e-mail or US mail by 5 p.m. on January 8, 2001 to be included in the April 2, 2001 issue.

If you have any questions regarding the RFI, the deadline for submitting them is January 3. We will do everything possible to answer your questions within 48 hours of submission.

Company name: **InTek Solutions Corporation**

Company contact: **Laurie Boeding**

Contact telephone number: **(843) 573-0003**

Contact e-mail address: **boedingl@inteksolutions.com**

Submission date: January 8, 2001

### Executive Summary

#### *Business*

Metropolitan Care (Metro) is a large medical center providing children's health care and research in neonatology, cardiology, hematology and oncology. It currently services 40% of the pediatric market. Metro's facilities include the Health Center, a 250-bed facility near the University, a community hospital in a suburban location, and 3 health clinics in the immediate, downtown area.

### *Vision*

Expand Metro services to include 60% of the pediatric market in the area and become a premier provider of children's health care information using knowledge bases and state-of-the-art deliver mechanisms.

### *Assumptions*

1. The benefits of recruiting, training, and retaining qualified help desk support personnel no longer outweigh the costs.
2. Scarce computer and network resources work on business and technology initiatives and not on computer maintenance and support.

### *Goals*

1. Direct source (outsource) Metro's Help Desk to reduce annual costs in supporting operating system software and application software.
2. Partner with a service provider that can grow with our business and provide future solutions to reduce overall costs in software support and hardware maintenance.

### **Metro Help Desk**

Metro's Help Desk (MHD) employs 15 FTE in support of 7,500 employees. MHD installs, configures, and supports operating systems and application software in 3 tiers:

Tier1	Initial call, problem identification, incident creation and tracking Triage calls/incidents to Metro network engineers or service contractors
Tier2	Telephone or E-mail support
Tier3	Hands-on support

MHD uses Remedy software and its Web-based interface for call tracking and incident reporting. It compiles an asset inventory of hardware and software in an SQL database and leverages an internal Web site to publish self-help documentation and frequently answered questions in Adobe Acrobat.

MHD is on-site 24x7 in the Health Center and 10x5 in the community hospital. There is no on-site support for the clinics. Users can report incidents to MHD via phone and e-mail. All calls are answered within 2 minutes; voice mail within 4 hours; e-mail within 2 hours. MHD has a 95% success rate in resolving problems at Tiers 2 and 3.

Metro employees work on either PCs or Macintoshes with standard configurations. 2700 PCs (HP Vectra, PII/III 266- 650 MHz 128MB RAM), 860 Macintoshes (Power Mac G3/G4 450 MHz 128 MB RAM), and 150 laptops (IBM Thinkpad 600e PII 128MB RAM) are deployed. These computers support a range of software that includes Windows 98/NT operating systems, MS-Office applications, Netscape Messenger, and Palm Desktop software. Metro also has clinical, diagnostic, and patient data warehoused in Oracle databases. Oracle user identifications and passwords are handled separate from Metro's NT Domain database and reserved for the medical staff, only.

Leased lines link the community hospital and clinics to the Health Center (T1, 256Kb, respectively). Hardware support and leased lines are maintained by outside service contracts that will come due in September 2001. Metro network engineers maintain clustered, NT Domain servers in a switched, gigabit environment located in the basement of the Health Center.

Metro has been implementing PeopleSoft products since 1998. Modules for Human Resources and Payroll are fully implemented using Oracle; Payables and Receivables are in progress. Metro plans to install 3,000 new PCs, 50 printers, and 10 laptops. There are no plans to install new Macintosh computers, however, support for the platform will continue.

### **Costs**

In 1999, MHD resolved 24,127 incidents (21,944 at Tier2; 2,183 at Tier3). The total cost of running MHD in 1999 was approximately \$1.19M. This included salaries and benefits for 10 FTE at Tiers 1 and 2

(\$437,500), for 5 FTE at Tier 3 (\$701,663) and training (\$50,000). With this, MHD's cost per incident at Tier 2 and 3 was **\$49.29**

Also in 1999, Metro paid outside contractors \$540,000 for PC, Macintosh, and printer support (approximately \$100 per CPU and \$75 per printer per year). These contractors resolved 1,623 reported hardware incidents. **Metro's hardware cost per device in 1999 was \$332.71.**

## DELIVERABLES

### Business Model Overview

Please describe the general business model(s) used to direct source help desks to the enterprise. This section should include the types of customers you support (small, medium, large, or carrier grade enterprises), the companies you partner with, the general commercial applications you support (e.g., PeopleSoft, Oracle), and your methodology to maintain cost-effectiveness while providing a high availability and high volume call center for help desk support?

Service response:

InTek Solutions Corporation provides IT support services to both government and commercial entities. Our commercial support contracts are typically for small to medium sized businesses. Our primary market/ customers are medium to large IT or Engineering companies who need to provide support to their customers, where support is not their primary service. Our largest commercial customers/partners include Litton PRC, Inc., Mandex, Inc., and C-Cubed Corporation. Smaller customers include Charleston SC based Ocean Computer Consulting and \_\_\_\_\_. Through teaming and subcontracting opportunities we have provided support and/or consulting to SPAWAR Systems Center (a Department of the Navy), the FBI, WestVaco, and Albright and Wilson Americas, Inc.

We currently do not provide per incident support. We have a very strong commitment to customer service and believe we can best provide support services by partnering with our customers and providing them with dedicated support technicians. We can provide support in establishing a new call center, analyzing an existing center, augmenting or staffing an existing center, or total "in-sourcing" solutions.

We currently support Windows 2000, Windows NT, Novell, and Unix based LANs and desktops. We support a variety of Databases, and web, network, and desktop applications including (but not limited to), Microsoft Office, Microsoft Exchange, GroupWise, Microsoft SQL Server, Oracle, Citrix Metaframe, Terminal Server and Remedy. We do not currently provide support for PeopleSoft but if we were selected as your vendor we would provide training to our technicians to provide that support. We do offer LAN/WAN infrastructure support in addition to software and desktop support services.

We maintain cost effectiveness by several methods.

1. InTek Solutions Corporation is also a technical training provider and employs industry certified trainers. We believe strongly in training and require our technicians to attend training (or some other type of professional development) to keep their skills and certifications up to date. We provide training in-house which keeps our costs at a minimum. Therefore, significant training costs are not passed on to our customers. Also, when possible, we allow our customer's and partner's employees to attend our training sessions at minimal or no charge.
2. We place highly qualified and certified technicians at Tier one (generally one or two highly skilled techs mixed with mid-level techs). This allows us to solve more calls at level one, reducing overall costs.

When possible we implement a mentoring program where a highly skilled tech is paired with an entry-level or mid-level tech to provide on-the-job training. We prefer entry-level technicians and new hires to start out at Tier 2 or 3, learning from experienced technicians. This gives them a chance to learn the customer's network and typical problems before they have direct telephone interaction with a customer.

3. Use of work-flow and standard operating procedures implements a system of accountability. If a customer does not have written operating procedures or documented work-flow, we work with them to create it. We believe that accountability is vital to keep support costs minimal and reduce total cost of ownership. Making each member of the support team accountable for their calls/issues helps identify need for training, re-assignment, etc.
4. We believe in rotating support technicians throughout the support center. Tier 1 support generally involves a high turnover rate. Rotation reduces stress and allows technicians to maintain current skills and learn new skills.
5. We recommend, when necessary, that our customers invest in technology for the support center. Many companies spend thousands or millions of dollars every few years upgrading infrastructure and desktops but do not fund technology upgrades for the support center. Making use of the latest industry tools reduces the total cost of ownership of the support center. For example, the use of remote control software allows more calls to be solved at Tier 1 or 2. Use of network monitoring tools allows the help desk to identify problems early or even prevent them, thereby reducing the number of trouble calls coming in.

### **Experience**

How long have you been a direct source for help desk services? **Almost 3 years**

Who are some of your largest clients?

**Our largest direct customers include Litton PRC, C-Cubed Corp, and Mandex, Inc. Through teaming and subcontracting we provide help desk and support consulting and services to SPAWAR Systems Center. We have also provided consulting for the FBI through C-Cubed Corp and SPAWAR (this project was support center analysis and recommendations reporting).**

What are your base qualifications for help desk staff and do you have a continuing education requirement?

**Base qualifications are an Associates degree (or other type of technical training) or 1 year experience, or a technical certification. We do require continued training/education and maintenance of certifications.**

Service response: **Unique with each customer's Service Level Agreement**

### **Support Coverage**

Does your service include on-site installation, setup, and configuration of operating systems and application software? Yes

Do you maintain asset inventories of hardware and software? If so, what software application is used? If required by company. As mentioned above, we normally provide in-sourcing so we use the application that our customer uses.

Do you provide end users with hands-on, video, or Web-based training? Yes, we believe this reduces support costs.

Service response: **Unique with each customer's Service Level Agreement**

## Application Support

Please indicate which Metro applications you support.

- Macintosh System 6x and above
  - McAfee Anti-virus
  - Netscape
  - Office 4.2 and above
  - Reflection
  - Word Perfect for the Mac
- Palm OS and Desktop
- PeopleSoft
- Print spooler
- Windows 98 Second Ed
- Windows NT 4
- Windows 2000 Pro
  - Adobe Acrobat
  - McAfee Anti-virus software
  - MS-Office 95, 97
  - MS-Office 2000
  - Netscape Navigator 4x and above
  - Netscape Communicator 4.51 and above
  - Oracle 8i client **(we have resources to support this but are not currently supporting)**
  - Reflection

In addition to the above, please indicate what other operating systems, desktop applications, and Internet applications you support. If necessary, include a separate document.

**Microsoft Exchange, GroupWise, Microsoft SQL Server, Oracle, Citrix Metaframe, Terminal Server, Front Page, Visual Interdev.**

Do you support account management such as create, delete, modify, and change passwords for NT Domains, Active Directory, and/or Novell Directory Services. Yes

Service response: **Unique with each customer's Service Level Agreement**

## Delivery Mechanisms

Will you come on site to determine the size and scope of help desk requirements? Yes

Do you provide the necessary tools like integrated voice and data applications and remote control applications for the call center? **We recommend that the customer use them and can implement for the customer**

\* Do you implement a form of knowledge management (KM) to support your service? If so, please describe a KM solution you have provided to a customer? We can create customized KM or implement a COTS KM such as Service Ware.

Service response: **Unique with each customer's Service Level Agreement**

## Terms & Conditions

MHD's Service Level Agreement (SLA) includes the following conditions. Please indicate whether your solution could meet the requirement by placing a check next to it.

- Answer all phone calls within 2 minutes. (depending on their staffing requirements)
- Respond to all voicemails within 4 hours
- Respond to all E-mails within 2 hours

- Schedule on-site visits for supported software within 5 days
- Triage high priority calls to Metro engineers or service contractors within 10 min.
- Triage normal priority calls to Metro engineers or service contractors within 30 min.
- Track all triaged calls to engineers and contractors

\* If you have other suggestions for SLA provisions that would improve service, please detail them.

Do you define and implement escalation procedures between traditional help desk tiers 1, 2, and 3? If so, can you provide us with a working definition and implementation?

Yes. Standard Operating Procedures will define call resolution times. If a call/issue that has been escalated has not been accepted or resolved within the specific time frame it is escalated to the team manager. If the team manager does not respond within a specific time frame it escalates to the site manager. Certain calls such as emergency situations or VIPs will be escalated to the Site Manager automatically.

Another type of escalation is between teams. For example if a call/issue is logged to tier 2 or tier 3 and requires assistance or response from the LAN or WAN team, the call will be escalated to that team.

Service response: **Unique with each customer's Service Level Agreement**

### **Systematic Quality Assurance**

Can you provide Metro with the following statistics at regular intervals? **Yes to all but depends on the ACD chosen/used.**

- Total calls or incidents reported: Hardware and software
- Response Times
- Call durations
- Open call queue status
- Hold queue status
- Average mean time to resolution for all incidents

What software do you use for problem identification and call tracking? Remedy, ResolveIT, InTek customized tracking software. Depends on customer's requirements.

Do you provide customized, monthly management reports? If so, can management obtain live reports from a Web-based reporting tool? Yes.

Service response: **Unique with each customer's Service Level Agreement**

### **Integration**

Do you support customized application support for PeopleSoft, Enterprise Resource Planning or Customer Resource Management? Not currently but we can either train an existing resource or hire a resource with that experience.

Do you provide consulting services in knowledge bases and delivery mechanisms that will support Metro's vision? Yes

Service response: **Unique with each customer's Service Level Agreement**

### **Implementation**

Will you assign a dedicated account representative to Metro? Yes

Can end users at Metro begin receiving services 30 days after a signed contract? Normally, yes

Service response:

### **Cost**

**Please note that cost information is vital to our research. If you foresee a problem with this, please contact Sean Doherty (315-443-2577, [sdoherty@nwc.com](mailto:sdoherty@nwc.com)) as soon as possible.**

How will you charge Metro?

- Fixed monthly cost per user (6,000 users)
- Fixed monthly cost per platform (4,250 platforms)
- Annual subscription
- Prepaid call packs
- Other volume pricing call packages (please detail below)

As stated above we do not currently provide per incident support (meaning we only provide dedicated technicians) and we prefer to work on site, if possible. In that scenario the first year's cost for 5 level 1 technicians, 5 level 2 technicians, and 5 level 3 technicians would be \$1,294,992 (and of course that is negotiable). That price includes Labor only. It does not include equipment or software. Our support scenario assumes that our techs will be taking over the duties from Metro's support team so that they may do other functions. It also assumes that Metro has an ACD, help desk software and tools such as remote control and network monitoring software.

To provide support at an InTek facility we would adjust the labor by approximately 20% for a total of \$1,553,990.00. This cost includes usage of an InTek customized tracking software or Resolve IT. It also includes electronic support via email and an InTek/Metro support web site. We can implement any software that the customer requires but we may require them to purchase it, in which case it will be turned over to the customer at contract termination.

Normally we also include some project management hours. This would be negotiated with the customer but is generally 20 hours or less per month. We do not have enough information to estimate this requirement.

Also we may not need the number of technicians that Metro Currently uses. We would need to analyze they types of calls, mean time to close and mean time to resolve, the skills of the technicians, etc. We will review these statistics monthly and make staffing changes accordingly.

Based on MHD's 1999 call reports, can you estimate the cost per incident using your services?

If the call volume were to stay the same per incident cost is: \$53.68 On-Site, or 64.42 off-site. That's the actual cost, but Metro needs to keep in mind that implementing our solution will reduce total cost of ownership because we will free up the technicians currently providing technical support. They will be available for other projects.

What would you estimate the annual cost to source help desk support to Metro?

### **Metro's Next Generation Help Desk**

In 250-300 words or less, please outline your solution for Metro's Next Generation Help Desk. Your solution should incorporate and summarize answers provided above and include a cost-benefit analysis in terms of annual costs and cost per incident along with the service levels that you provide at each Tier (1,2,3). You may use your own definitions for layered support and are not restricted to MHD's tiers.

In addition, this section can include other services and/or consultation you can provide Metro? For example, are you equipped to compete with our hardware and network service contracts coming due in

September 2001? If so, what will be the annual cost and cost per CPU or other device? Do you have the resources to help us build knowledge bases of clinical information to deliver using Customer Relations Management (CRM)?