



## Promoting Process Improvement and Best Practices with LANDesk® IT Business Management Suite

Since bringing color to motion pictures over 90 years ago, Technicolor has evolved into a global and diversified corporation that is now involved in providing a broad range of services to the media and entertainment industries. Utilizing industry-leading technology innovations and creative talent, Technicolor provides services from production to distribution, whether it's on film, digital cinema, broadcast, Internet, or optical disc. As an example, Technicolor is the world's largest manufacturer and distributor of DVDs that use the Blu-ray optical format.

### Business Needs

Implementation of processes and best practices.

### Solution

LANDesk® IT Service Management solutions (formerly Touchpaper IT Service Management)

### Business Benefits

Define, measure and publish Key Performance Indicators (KPIs) monthly to management.

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— Joe Weyers,  
IT Director, Technicolor

Like most companies in the movie business, Technicolor has experienced significant growth that requires its IT department to be highly effective, efficient and flexible in supporting the business. At the same time, challenges such as tight margins and the need to justify budgets necessitate a solution that can demonstrate IT productivity in great detail. While maintaining day-to-day IT operations and infrastructure, Technicolor management has chosen to invest in and promote the use of LANDesk® IT Business Management Suite, along with ITIL best practices, to enable it to support business operations even more cost-effectively in the future.

Today, the Technicolor IT department provides first-level help desk and second-level field services to end users, and third-level support for application developers and third-party software configuration across three divisions. This includes 58 sites and 6,000 end users in North America, along with a data center that monitors operations 24x7x365.

Technicolor has been a LANDesk® HelpDesk\* customer since 2001, when it first utilized the then Touchpaper branded solution for incident management. In 2006, Technicolor migrated to LANDesk IT Business Management Suite\* (formerly Touchpaper IT Business Management Suite), taking advantage of the core service desk, incident management, process management and portal capabilities of that solution.

A small group of senior IT managers at Technicolor lead the organization in the adoption and effective use of these ITIL-based tools, advancing process improvements to establish best-practices, including the use of Key Performance Indicators and Service Level Expectations to monitor activities and measure their impact on the business. This is an admirable task for a department whose primary responsibility is to keep the day-to-day business running effectively.

### The Challenge

Technicolor has experienced significant growth in the last five years and as a result has needed to identify and implement new ways to better manage the business. The first order of business for Technicolor's IT department was to achieve operational readiness of the IT Infrastructure—from user PCs to applications software to the communications network. This has been a significant change and improvement for Technicolor, which has traditionally taken a reactive approach to addressing IT problems.

In Technicolor's fast-paced and highly competitive business, uptime is critical to daily operations, as Glenda Bruner, IT Manager at Technicolor explains, "With technicians, they are motivated by the problem-solving challenge. Once they determine what the problem is, they want to go fix it. And once they fix it, it's off to the next problem."

She continues, "The challenge is how to get them to embrace the problem, understand it, and document not only the problem but also the solution. Is the cause of the problem procedural or is it a system-based cause? In our environment, we also encounter totally new problems. When a technician tries one change process and it fails to fix the problem, we need to document the failed change and why it failed, as well as the ultimate solution. The idea of repair technicians documenting everything that they do in great detail is an extra step that keeps individuals from starting their next assignment, however. Getting people to buy into a process which leads to continuous improvement can be a significant challenge because of the pressures of today's business."

*\* Spanning 20 years' experience across Europe, the USA and Asia Pacific, Touchpaper has a rich heritage as one of the most established and respected international providers of IT business management (ITBM) solutions, encompassing IT service management (ITSM), customer service solutions, and network and systems management. On July 1, 2008, Touchpaper was acquired by Avocent Corporation and has been integrated within Avocent's LANDesk division. Touchpaper solutions now carry the LANDesk® brand name and are offered either directly or through an extensive international network of solutions providers serving commercial and public sector markets that include education, financial services, government, healthcare, IT, law, manufacturing, professional services, retail, transportation and utilities.*

## The Opportunity

In order to be more responsive to solving today's operational problems, as well as reacting quickly to address the organization's future needs, Technicolor senior IT management has identified the need for a culture change in the way it thinks about its problem- and change-management activities. This includes defining best practices in order to achieve continuous improvement.

Technicolor is building a knowledgebase of known problems and identifying optimum solutions to those problems. "The only way we can achieve our goal of efficiency and continuous improvement is to document problems and solutions," Bruner says. "That's the cultural change we are trying to advance."

In addition, Technicolor is building a new problem management process that will include the ability to identify possible causes of different problems, identify known workarounds, integrate historical information and procedures into the change process and make that information available to everyone. Such processes will enable subsequent technicians, who face the same problems at a later time, to benefit from this collective experience.

## The Solution

While maintaining day-to-day IT operations and infrastructure, Technicolor management has chosen to invest in and promote the use of LANDesk® IT Service Management solutions (formerly Touchpaper IT Service Management) and ITIL® best practices. With access to LANDesk® Problem Management, Process Management and Change Management applications, Technicolor IT technicians can identify and document recurring problems and then create one-pattern solutions that standardize on best practices and define approaches to solving specific problems across the business.

Referring to the LANDesk solutions formerly branded under the Touchpaper name, Bruner says, "Touchpaper's Problem Management module will allow us to be more proactive. We are probably using 60% of what the software can do, and are learning the other 40%. As we learn, we will be able to implement more. The functionality is there. We need to get our teams to embrace the functionality and the process. Touchpaper Process Manager will allow us to input the change into the system, which can be approved, failed and/or resubmitted. Before, we were forcing an old tool to do a lot of things it wasn't designed to do, and it was all offline. It required a lot of offline coordination, and then they had to go into the tool to document the changes. It was a lot more work, which may have been part of the problem. With the new Touchpaper solution, everything can be done online."

## The Benefit

LANDesk® IT Business Management Suite allows Technicolor not only to improve its problem and change management processes, but also to measure the performance and effectiveness of the organization. Technicolor now defines, measures and publishes Key Performance Indicators (KPIs) to management on a monthly basis. Such measures include the number of tickets, number of tickets resolved within a certain period, number of VIP Tickets, ACD stats, and First Call resolution rates.

"When margins were thin and we had to justify budgets or make cutbacks, Touchpaper allowed us to demonstrate our productivity down to a detailed resource level," says Joe Weyers, IT Director at Technicolor. "Touchpaper has enabled us to maintain our support standards in the midst of both growth spurts and cutbacks. I would say we've gained productivity equivalent to 4-5 FTEs across the entire IT support operation with the Touchpaper solution."

Weyers continues, "When a line manager comes to IT and requests more support or to cut back its budget, we are able to advise what the impact will be based on a historical analysis of past trouble tickets and resource utilization. Before Touchpaper, we couldn't show that. Now we can show how much time we spend doing support, doing projects, and solving problems. It also allows us to evaluate and scrutinize requests, plan for our workload, measure our performance and substantiate budgets, all by analyzing trouble tickets and tracking our activities."

Adds Glenda Bruner, "Touchpaper's Query Tool is fantastic for the daily use of managing workloads and getting status and incidents of different teams. It provides 90% of the information we need to manage the operations. We can pull a lot of information, and if we need to pretty it up for a presentation or executive report, we can export the data to any other graphics presentation tool. My favorite report and query in the morning goes out to all site managers, exports to Excel spreadsheet, and can be sorted in a number of ways. I take that one query and pretty much have all the information I need to get going for the day."



## Looking Ahead

Technicolor is definitely moving in the right direction with respect to its culture change, but it is a daily battle. Based on the benefits achieved through the use of LANDesk® HelpDesk, Technicolor plans to roll out LANDesk® ServiceDesk solution to Europe and Asia and to deploy LANDesk® Configuration Manager to enable efficient allocation, risk and impact management and tracking of IT assets. It also plans to use the LANDesk® Management Information module to facilitate access to visual, real-time status information for more effective decision-making and access to the solution from mobile devices such as the Blackberry. This will allow analysts to track the status of incidents, problems and changes they are working on regardless of their location.