

# Case Study: Small Business Support Tier I and Tier II

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## SMALL BUSINESS SUPPORT TIER I AND TIER II

*Consultative agent support program for a worldwide leader in software, services, and internet technologies.*



### Situation

A worldwide leader in software, services, and internet technologies for personal and business computing needed technical expertise, project management, and customer support for their new IT Service Management offering designed for the small business client. The client had launched a hosted environment for their popular software solutions targeted towards small organizations, but the complexity of their new offering resulted in significant IT challenges for the client when it came to supporting their less technical end users on programs such as email, IM/Presence, web conferencing, and application/document sharing. It had become increasingly challenging for the client to both deploy and manage these hosted services, which are typically offered at an enterprise level, within their small internal IT teams. They needed a dynamic support solution and program built from the ground up. As the support agent tool set for the solution was also highly complex, this solution would demand experienced and skilled support agents. They sought out expertise to design and manage an effective solution. VMC was the outsource solution provider that the client selected.

### Solution

VMC utilized its Project Management Office (PMO) to set a strong project management foundation in approaching the project. The process began with a current state assessment to determine the challenges and improvements required by the project. Through this assessment, VMC identified key issues and ascertained the support challenges the end users were experiencing. A core VMC team, including Tier II level agents, reviewed the current support volumes to determine the workload and the service support area needs. Other Project Management activities included leading client meetings, conducting internal VMC operations team meetings, and engaging Subject Matter Experts (SMEs) and executive leadership as necessary to ensure a strong project launch.

Once the project plan completed the define and design stages, the project was ready for deployment. VMC designated a Tier II technical team of highly trained agents with a suite of knowledge requirements to build the support infrastructure. The core VMC team built the service infrastructure which would help the client's IT teams and VMC agents support the end users more efficiently. This team resided onsite at the client's location for the duration of the infrastructure development and initial support process. This core team included SMEs with training, technical, testing, and project coordination backgrounds to ensure a well-rounded skill set. As defined in the project plan, the project was run onsite at the client's location for a year and half. After that, VMC used a proprietary implementation methodology to structure and manage the project transition to VMC offices. An

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additional team of 12 Tier I agents was deployed to the project onsite at VMC, ensuring qualified support coverage to address the end users' needs.

In following project management best practices, VMC conducted frequent and regular point of discussion meetings with the client to update them on project status and established a central SharePoint repository for project documentation. VMC utilized the following project management techniques in managing this project:

- Project Management Institute (PMI) best practices
- Well scoped project plan
- Identified Subject Matter Experts (SMEs)
- Defined RACI (Responsible, Accountable, Consulted, Informed) Diagram
- Weekly meetings with client and SMEs
- Weekly reporting on Green-Yellow-Red tasks, deliverables, timelines, and scope

## Success

VMC successfully executed the project, ensuring the client had successful ongoing management of their new hosted enterprise solution. VMC continues to maintain this project for the client, with 20 agents currently deployed to the project at VMC facilities. Using consistent project management best practices, VMC delivered the desired results on time, on target, and on budget for the client. Highlights of the project's success include:

- Development of support documentation and the infrastructure necessary to support the client's end users
- Provided a knowledge base of hands-on experience and content to create training materials for new support agents
- Experienced Tier II mentors available with clear escalation paths from Tier I agents as necessary

## About VMC

VMC is a technology consulting company that provides flexible and scalable development and integration, IT outsourcing and customer care solutions to businesses, providing a competitive advantage through the effective application of people, process and technology. Using an integrated PMO methodology and world-class talent and resources, VMC delivers targeted solutions for the unique business needs of our customers.

By tailoring solutions to address specific business challenges, VMC becomes a true partner for reaching high performance business goals. VMC is positioned to help through both consulting and outsourcing that delivers results. Our value is in our blend of proven experience, skilled expertise and defined thought leadership.