

CASE STUDY

"CIHS ITIL knowledge of what works and what doesn't is invaluable"

"..TECHNOLOGY IS THERE TO MAKE LIVES EASIER."

"We're the front door to IT. Everything comes through the IT Service Desk and we work really hard to instil the trust that if you log anything with us, it will get resolved."

IT departments are often perceived as being out on a limb, slightly distant from the organisational culture. When Amy joined the company 3 years ago she wanted to change this by creating a personality for the IT department – a sense of engagement with the whole organisation. In common with the values of CIHS, Amy believes that the point of technology is to make people's lives easier. *"I have very high expectations of what IT functions should deliver. We don't just want to provide an OK service. We want to be renowned for what we do as an IT Service Desk. We want people to think 'My day was made better through my interaction with IT'."*

When Amy joined, Lookers were already aware that their IT function needed a transformation. *"There were lots of heroes trying to keep IT online – but without structure, and with no clear roles or responsibilities across the team."* As with many businesses, one of Lookers' biggest challenges was data collection. With **>10,000 interactions per month** (60% of requests arriving by phone and 40% by email), their **in-house logging system was no longer fit for purpose**. Some of the old processes presented risks. Others simply took too much time. *"People tended to email us because there was a long wait on the phones, but email as a contact method presented challenges. The lack of structure and consistency meant that it would sometimes take 3 or 4 weeks to gather enough information to log the request. This wasn't the level of service we wanted to provide."*

TO UNDERSTAND COMPANY'S VISION

The CIHS team began with a series of face-to-face workshops. We needed to understand the organisation's long-term vision for their IT, and to make sure that everyone from the ground up was aligned with that vision. The workshops helped us create a roadmap for what needed to be delivered and when. *"They sat with us and really brought to life what the next steps should be – not just 3 or 4 months ahead, but a long-term vision of our service desk as a function. For me, the fact that they had a long-term strategy in mind made a big difference."* Lookers had a skilled IT team. But how should they define roles and responsibilities? What was the best way to implement structure? This is where our consultants really came into their own. *"It wasn't just about switching on a system to manage BAU tickets. We wanted to establish a partnership – not just to implement toolsets but to help define what our IT department would look like in the future. That's why the consultation element was so important to us... From the outset, it was clear that this was going to be a long-term partnership. CIHS went above and beyond to understand our business and our people, and to build relationships. We wanted an end-to-end, seamless user experience and they were invested in our long-term transformational journey."*



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Amy Black,
IT Service Delivery Manager at
Lookers

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CIHS spent 3 months with the IT department, visiting their offices 2 or 3 times a week to be on hand for timely advice. "It was really important that they were on-site, not just delivering the work but also building relationships and being around while significant change was going on. They felt like colleagues. They were always visible, and that was a game-changer for us.

Their ITIL knowledge and their experience of what works, and what doesn't is invaluable. They challenged us if we started going down the wrong road, and highlighted opportunities we hadn't considered. It helped us deliver at a significant pace." Each stage of the process was clearly documented – the roadmap, what we did, how we did it – so it will be easy for the Lookers team to develop both technology and personnel as their IT grows and matures.

TECHNOLOGY SO STREAMLINED THAT USERS HARDLY REALISE IT'S IT!

The IT department's target was that 15% of requests should be logged through a self-service portal within 12 months. In fact, they've doubled that percentage in half the time. After just 6 months the portal has proved so intuitive to use that more than 30% of tickets are being logged via self-service. The team receive 4,000 fewer emails per month and since April email is no longer a primary contact method for IT – a huge milestone.

"People are using the portal because the look and feel is right. It doesn't look like an IT portal – it's incredibly user-friendly. We built the portal for use by our Colleagues and worked together with them to seek ideas/input to ensure we got it right first time. We have 100% achieved the desired outcome. We always wanted IT to deliver excellent customer service at a level equal to our customer-facing colleagues." A short while ago, Lookers had no ITIL alignment at all. Now, their technology is becoming so streamlined that users hardly realise it's IT. Every member of the department has a clearly defined role, and they've recently employed their own in-house Cherwell developer. "That's the difference between CIHS and a standard tech supplier. With some tech suppliers, employing our own developer would put their noses out of joint – but we've established a call-up agreement. Our developer can reach out to them for guidance or training whenever it's needed. It's a day-to-day continuing partnership. We have great people in our IT department but by bringing in the CIHS consultants, you get that added wealth of experience. For us, they're a partner for the future. Now the portal is live, we're at the point where we can think how it feels to receive an IT service from us, how it feels to engage with us. And that means we can continually improve."