

# Black & Decker wins—and saves—by consolidating service desks

Black & Decker's IT team has reduced management costs while improving responsiveness and service levels.



“Previously, we had a variety of non-integrated systems for asset and service management. Different systems handled order taking, order processing, request modifications. . . . Now, this entire environment is automated, and we can accomplish so much more with less manual input.”

Bruce Ewy, Senior Support Analyst, Black & Decker

**HP customer case study:** Black & Decker has streamlined service management by standardizing processes and automating global IT workflows.

**Industry:** consumer products

## Objective

Automate service management processes to reduce operations costs while dramatically improving service levels and response times

## Approach

Standardize service management processes and implement HP ServiceCenter and HP Asset Manager using a phased approach

## IT improvements

- Faster resolution of issues (lower mean time to resolution)
- Better control of leased assets—and lower leasing costs
- Standard processes for new equipment orders and upgrades
- Greater ability to notify downstream users of maintenance issues and outages

## Business outcomes

- Fewer IT-related business disruptions
- Better service levels
- Improved productivity
- Lower equipment costs (through bulk purchases)



In 2005, Black & Decker's IT organization was struggling to meet the service and support demands of a growing global business. Different countries and business units had different service desks, tools, and processes for managing requests for support and new equipment. These tools were not integrated and relied on “standalone” databases. Likewise, most processes for request and order management were manual and time-consuming.

As a result, the IT team had difficulty tracking its computing assets on a worldwide basis. In addition, they didn't have systems in place that would allow them to capture relevant performance data and calculate meaningful metrics on a consistent basis.

According to Bruce Ewy, Senior Support Analyst, “We had a proliferation of non-integrated systems for ordering equipment, processing orders, handling

“With HP Asset Manager, we could streamline the entire request-and-order process. Requests moved more quickly through approval, purchase, inventory tracking, and fulfillment.”

Brandon Gottenbusch, Principal Consultant,  
Advanced MarketPlace



end-user support, and managing change. This piecemeal approach required a great deal of manual input from IT staff, and made getting the best prices on hardware and software extremely challenging.” To develop a fully integrated—and automated—service management function, Black & Decker’s IT group worked with its consulting partner, Advanced MarketPlace (AMP), to consolidate regional service desks and implement integrated management software from HP.

#### **A scalable, integrated solution from HP**

Black & Decker researched HP’s approach to service management in December 2005, following HP’s acquisition of Peregrine, a leading asset management software provider. At the time, some of Black & Decker’s regional IT teams were using Peregrine software. Brandon Gottenbusch, a Principal Consultant with AMP, explained, “When we discovered that HP would be integrating Peregrine’s asset management capabilities with HP’s service management and change management tools, we saw an opportunity for Black & Decker to streamline its global service management processes.”

Black & Decker’s IT management agreed, but first they wanted to see how HP’s solutions would stack up against the competition. After evaluating a number of leading help desk management products, Black & Decker decided to go with HP. “Black & Decker’s team needed a platform that could scale to include more than just the help desk. They liked the fact

that HP offered service management tools and capabilities that can be easily integrated with change management, asset management, and other modules,” said Gottenbusch. “HP’s breadth of functionality was also a major selling point.”

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*“We chose HP software because it integrates best-of-breed modules to provide a comprehensive service management environment.”*

Bruce Ewy, Senior Support Analyst, Black & Decker

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#### **A phased approach**

Once they selected HP, Black & Decker’s IT team worked closely with AMP to set priorities and decide which software to implement first. “Our goal,” noted Ewy, “was to develop standard service management processes for Black & Decker’s global IT function, and then automate key workflows.” Given this objective, Black & Decker chose to get started by rolling out HP ServiceCenter. Once HP ServiceCenter was in place, the process of consolidating service desks and integrating HP ServiceCenter with HP Asset Manager began.

Black & Decker’s IT team worked with AMP to develop an implementation plan that would minimize business disruptions and allow ample time for user training. “HP and AMP played a key role in developing our IT roadmap,” said Ewy. “The phased approach allowed us to quickly address high-priority concerns and to achieve rapid ROI in targeted areas.”

He added that the phased approach made it possible to train key team members over time and make it possible for those who learned about new software capabilities during the first phase to train team members during later phases.

### **Consolidating service desks**

In conjunction with deploying HP ServiceCenter, Black & Decker standardized its worldwide service management processes and consolidated two large service desks. In addition, the Service Catalog module (available with HP ServiceCenter) made it possible for Black & Decker's IT group to easily fulfill bundles of IT equipment, allowing for easier ordering and better prices.

Overall, HP ServiceCenter reduced response times and improved service levels.

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*"Instead of sending email requests to IT, Black & Decker employees can access the system and input requests on their own. They can also use the system to see the status of their requests, rather than calling or emailing IT. End users are happier, and also IT staff, who can spend more time addressing issues and less time reassuring users."*

Brandon Gottenbusch, Principal Consultant, AMP

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### **Improving asset management**

Next, Black & Decker rolled out HP Asset Manager to augment its existing Peregrine systems. The new system provided a global platform for managing IT assets, and it included tools for inventory tracking as well as managing upgrades and new orders. It allowed Black & Decker to reduce request and fulfillment times for hardware from weeks to days—and to use a single set of processes to manage assets in Europe and North America.

"With HP Asset Manager, we could streamline the entire request-and-order process. Requests moved more quickly through approval, purchase, inventory tracking, and fulfillment," said Gottenbusch. He added that it also allowed Black & Decker to more carefully track and manage leased assets: "We regained control of leased assets and lowered equipment leasing costs."

### **Pulling it all together**

By combining HP Asset Manager and HP ServiceCenter, Black & Decker has been able to dramatically improve service management worldwide. Using standardized software, Black & Decker tracks IT service performance metrics from all regions, giving IT management a clear map of what's working and what isn't.

In addition, the IT team can now deliver services across divisions and geographies. (In other words, a U.S.-based service desk can address issues originating somewhere in Europe.) And, using HP's Connect-It software, Black & Decker keeps asset and service management data and processes closely integrated.

With HP ServiceCenter, Black & Decker's IT team has been able to develop an integrated, global IT function that responds more quickly to business requests while minimizing maintenance costs. The end result is fewer IT-related business disruptions, better service levels, and greater productivity.

### **From HP ServiceCenter to HP Service Manager**

Although Black & Decker's IT team has accomplished a lot, they're planning to do even more. In 2009, the company will most likely upgrade from HP ServiceCenter to HP Service Manager. According to Gottenbusch, "Service Manager offers more advanced functionality than ServiceCenter, including flexible workflow configuration and management, and more complete integration with Change Management software, monitoring tools, and other systems." He added that over the next several months, Black & Decker will be revising and extending its strategic roadmap for IT.

According to Ewy, Black & Decker is also evaluating HP Release Control (formerly Change Control Manager) with the Universal Configuration Management Database (UCMDB). "By integrating HP's Change Management solutions with HP Service Manager, we hope to further improve IT responsiveness and support business productivity through more effective management of IT change," he said.

## Customer solution at a glance

### Primary software

- HP ServiceCenter software with Service Catalog module
- HP Asset Manager software
- HP Connect-It software

### About Black & Decker

Black & Decker is a global manufacturer and leading marketer of quality power tools and accessories, hardware and home improvement products, and technology-based fastening systems. With manufacturing operations in eleven countries, it markets products and services in more than 100 countries. Throughout its businesses, Black & Decker has established a reputation for product innovation, quality, end-user focus, design, and value. Its strong brand names and new product development capabilities enjoy worldwide recognition, and its global distribution is unsurpassed in its industries.

### About Advanced MarketPlace

Advanced MarketPlace is a market leader and trusted advisor in IT infrastructure management consulting, with over a decade of experience in transforming client business environments. Advanced MarketPlace's senior consulting expertise includes IT service management, IT asset management, endpoint management, and ITIL-focused business process consulting.



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