



## Danone

Implements ITRP globally for more than 1,900 IT specialists.

### Industry

- Food Processing

### Geography

- Global

### Challenges

- Slow response times and complexity of user interface prevented the global adoption of a single ITSM application
- Unable to track SLAs of competence centers

### Solution

- Danone confirmed that ITRP delivered the best performance at its facilities around the globe
- Specialists involved in performance tests unanimously voted for ITRP's user interface
- ITRP was found to be the only ITSM application that was able to track the SLAs between the different IT departments, internal competence centers, and external service providers

### Results

- Transaction response times improved dramatically (3 to 4 times)
- Feedback from support staff overwhelmingly positive; 60% more specialists (from less than 1,200 to more than 1,900) are now working together using the same ITSM application
- SLAs between hubs and regional competence centers, as well as the SLAs with external service providers, are measured and reported on, making it easy for management to identify areas that need improvement
- Feedback from end-users increased several fold (from 10% to 30%) and is managed more efficiently

## Global Enterprise

With around 100,000 employees in over 100 countries, Danone is the world's number 1 producer of fresh dairy products, the world's number 2 in bottled water and baby nutrition, and Europe's number 1 in medical nutrition. IS hubs have been set up as shared services organizations to provide information services across the different businesses. Each hub takes care of all of Danone's businesses within a specific geography.

In Belgium and the Netherlands, for example, Danone has several large companies that produce and sell dairy products, bottled water, baby nutrition and medical nutrition. Even though these are separate legal entities, they all receive their IT support from a single hub. One advantage that this hub structure provides is improved economies of scale. After the individual IT departments of the different businesses were grouped together in a hub, the specialists could specialize further in the things they were good at, while other specialists who originated from other IT departments took over the support for services that did not get the attention they deserved in the past.

The service desks of the different businesses were also consolidated, making it easier to plan the shifts and allowing the support hours to be extended. Merging the IT departments of a geography also encouraged standardization of the applications that are used within the business.

## Enabling the Hubs

ITRP was not brought in to support the hub structure. Danone had already deployed BMC Service Desk Express (SDE) successfully to many of its IT departments around the globe. This worked well, except that the IT specialists who were located far from where SDE was hosted, suffered from slow application response times. In addition, SLA reporting between the hubs, competence centers and external service providers was essentially nonexistent.

“Doing a simple back-of-the-envelope calculation, I realized that the performance issues were costing Danone well over €100,000 each year in lost productivity,” explains Michael Kollig, Danone EMEA CIO. “This realization prompted us to look for an alternative. After evaluating the usual IT service management applications, we concluded that none of them were capable of significantly improving the response times we were experiencing. We had already heard about ITRP, but were hesitant to consider a solution from a vendor that had only been around for a year.”



*"One thing that makes ITRP stand out from other enterprise ITSM solutions is its ease of use. This doesn't mean ITRP is simple. It's just better at masking the complexities, making it rather straightforward to use."*



Michael Kollig  
EMEA CIO  
Danone

*"Feedback from the specialists has been overwhelmingly positive. ITRP's interface is light years ahead of other enterprise ITSM solutions."*

*"Even the end-users told us how pleased they are to see that we have made self service so much easier. Providing online access to their local support organization in their preferred language made a big difference. We now support nearly 20 languages, including Russian, Chinese, and even Arabic."*



Aurelian Sin  
IS/IT Director  
Danone South East Europe

## The Cloud

"And there was another thing we were concerned about," continues Michael Kollig. "ITRP is only provided as a cloud service. At the time we had very little experience with cloud services."

"Still, we had to fix the slow response times if we were going to be successful in rolling out our corporate ITSM service to the hubs that were still working in isolation," adds Aurelian Sin, IS/IT Director Danone South East Europe. "We decided to give ITRP the opportunity to prove itself. We asked for all the data that was stored in our BMC Service Desk Express environment to be imported into ITRP. There were well over 1 million records. After that we had our specialists log in from 4 different continents to see if they could bring ITRP to its knees. They spent about 15 minutes generating requests and complex changes. Templates were used to do this as quickly as possible. Within these 15 minutes, more tickets were generated than we normally register in 1 full day. ITRP passed this stress test with flying colors. The response times remained excellent.

"It was clear that ITRP was the only solution that would be able to give us the performance improvement we were looking for, but we were still worried about having our ITSM service in the cloud and doing business with a vendor which at that point was essentially a start-up."

To address these concerns Michael Kollig and Aurelian Sin flew out to California together and spent two full days with ITRP's management team. Our discussions were focused on mitigating the risks of having information from Danone and its employees in the cloud and ensuring that the ITRP Institute was financially strong enough, and technically experienced enough, to guarantee an uninterrupted delivery of the ITRP service.

"After our meeting we were truly impressed with the in-depth knowledge of the ITRP Institute's management team. Everything in their organization is structured to ensure continuity. This starts with the infrastructure on which the ITRP service is hosted and is evident even in the way they interact with their enterprise customers to ensure that ITRP continues to evolve in a direction that delivers quantifiable value," recalls Michael Kollig.

"At the time it started to become obvious that we had to get comfortable with the cloud if we were to remain relevant to our businesses. The more we thought about it, the more convinced we became that a rollout of ITRP would provide the ideal opportunity to gain experience with the cloud without directly affecting the business."

## Pilot

To further minimize the risks, Danone decided to start with a pilot implementation. The hub responsible for the businesses in the United Kingdom and Ireland was selected for this pilot, as they were the most advanced and most demanding from an ITIL perspective.

During the pilot several technical challenges were quickly tackled, such as converting the existing requests from the Service Desk Express (SDE) application, Single Sign-On, Self Service support for users still on Internet Explorer 7, and an integration between ITRP and SDE to allow continued collaboration with specialists of Danone's IT Competence Center in Poland.

*"InfraVision provided the experts who assisted Danone with the rollout of its new ITSM solution. Only 6 to 7 days of consulting were needed to migrate each hub or competence center to ITRP.*

*"Nearly 2,000 specialists are now using ITRP on a daily basis. It is hard to believe that it's only been 9 months since the project started."*



Martijn Adams  
Director Business  
Development  
InfraVision

#### About Danone

Danone is a multinational beverage and food company that is headquartered in Paris, France. The company has offices in nearly 120 countries around the world and generates around \$19 billion in annual revenues. In the United States, the Danone brand is marketed as Dannon.

Founded in 1919, Danone is a Fortune 500 company with more than 160 production plants on 5 continents. For more information visit: [www.danone.com](http://www.danone.com).

#### About ITRP Institute

The ITRP Institute is the provider of the IT Resource Planning (ITRP) service.

ITRP is a cloud-based IT service management application service for organizations with mature process requirements and a sincere desire to improve their productivity.

The sole objective of the ITRP Institute is to provide an IT service management service that is fast, intuitive and reliable, and which provides IT managers with the information they need to continuously optimize the allocation of IT resources to the areas where they contribute most to the business.

Founded in 2010, the ITRP Institute is headquartered in Palo Alto, California. For more information visit: [www.itrp.com](http://www.itrp.com).

## Phased Approach

Following the successful pilot in February 2012, the other hubs were allowed to migrate from SDE to ITRP. A phased approach was used to, again, minimize the risks. A 1-day kickoff was organized for each hub roughly one month before they were scheduled to start using ITRP.

During a kickoff the hub would explain the specifics of their organization and the standard project plan would be adjusted accordingly. The data needed to populate the new ITRP account of the hub would then be reviewed. Most of the focus was placed on the definition of the hub's service catalog. The service catalog is at the core of ITRP. Defining the service level targets, responsibilities, support hours, etc. correctly was important for a smooth start.

After the kickoff the hub would prepare the data for upload into ITRP. The data would first be loaded in a sandbox environment to allow the hub to check it. Once approved, the data would be transferred to the hub's production account.

In addition to the data population, the Self Service environment for the end-users would be translated as needed. The templates for the email notifications for the end-users would also be translated if they were not yet available in all of the languages that the hub supports. Configuring Single Sign-On was also a standard step in the preparation for go-live.

## Training

At the peak, a total of 70 training instances were available with data tailored specifically for Danone. Service desk analysts and IT specialists could use the instances to train themselves using online training modules.

Different hubs preferred different training approaches. Some delivered the training in a classroom setting. Others gave their people a choice: they could attend the classroom sessions, or they could complete the training online. Some provided classroom training only for the more advanced problem, change and configuration management courses. Some hubs were so large that a train-the-trainer approach was used. This allowed multiple sessions to be held concurrently at different sites.

## Customization

ITRP is not a toolbox. "This made us feel really uncomfortable at first," says Aurelian Sin, "but when we look back at the endless customization work we used to do in SDE, we realize now that this is actually a major plus. Building such advanced business logic as ITRP provides out of the box is simply unrealistic even for a large enterprise like Danone. Having all the business logic pre-configured saved us, and continues to save us, a lot of time."

## Consequences of Success

ITRP quickly became very popular. One by one, the organizations that had not wanted to use the standard ITSM application, now decided to join in.

In addition, the organizations that had been using Service Desk Express in the past, started to implement additional ITIL processes once they had migrated to ITRP. This was primarily because ITRP makes processes like problem and change management so much easier for all people involved.