



## Insourced Desktop Team

**Industry:**

Semiconductor nanomanufacturing technology

**Client Profile:**

Applied Materials, Inc. (\*Nasdaq: AMAT) is the global leader in nanomanufacturing technology solutions with a broad portfolio of innovative equipment, service and software products for the fabrication of semiconductor chips, flat panel displays, solar photovoltaic cells, flexible electronics and energy efficient glass. At Applied Materials, we apply nanomanufacturing technology to improve the way people live.

Founded in 1967, Applied Materials creates and commercializes the nanomanufacturing technology that helps produce virtually every semiconductor chip and flat panel display in the world. The company recently entered the market for equipment to produce solar arrays and energy efficient glass.

Applied Materials service products improve yield enhancement and increase nanomanufacturing productivity.

**Success Highlights:**

1. 20% immediate reduction in costs upon solution implementation
2. 10% reduction in costs over the first twelve months of the engagement
3. Improved skill sets of desktop management team
4. Refined issue management in the Remedy ticketing system
5. Instituted document repository and process documentation templates

**Situation**

Applied Materials needed to provide a higher level of support for 9,000 desktops across several United States locations, while simultaneously reducing costs. Their goals included:

- Improving the end-user experience
- Ensuring a dynamic relationship which would allow for a quick response to the changing needs of a fluctuating user population
- Achieving a significant cost savings in the operation as a whole
- Achieving significant improvement to operational processes and tools

**Solutions**

Taos set out to accomplish the client goals by conducting a Baseline Skills Assessment and a Gap Analysis, followed by the deployment of a Managed Desktop team.

**Baseline Skills Assessment**

To begin the engagement, Taos assessed the existing desktop team members to understand skill competence for the current environment and readiness to support the upcoming move to the XP operating environment.

During this phase, Taos also worked with the client's management team to determine which existing desktop team members should be converted to the Taos Managed Desktop Team. Taos' approach to forming its desktop team was to retain as many competent members of the existing desktop team as possible. This would preserve the client's initial investment in the training and development of this staff and provide an important point of consistency for the client's user community. Taos then supplemented the converted staff members with high performing members of its existing consultant base.

### Gap Analysis

Through insights gained during the Skills Assessment process and in-depth conversations with multiple members of the desktop management team, Taos performed a Gap Analysis and developed an appropriate plan to achieve the goals. The plan provided recommendations for improvements within the skill sets of individual staff members and the team as a whole. The plan also detailed Taos' Managed Desktop Team solution and approach.

### Managed Desktop Team

At the onset of the engagement, Taos and the client worked to define the appropriate Service Level Agreement (SLA) to increase customer satisfaction and support performance metrics. Taos then customized the Remedy ticketing system to ensure strong data capture for recognition of pattern issues, to manage warranty repair processes and to manage root cause analysis. Taos continued to customize reporting to ensure accurate monitoring of performance against SLA objectives including response time, resolution time, customer satisfaction, tech to PC distribution, and warranty repair management. Taos set up a central document repository, created standard documentation templates, documented all standard operating procedures and communicated these to the Taos team. Taos' solution included an onsite Engagement Manager who met regularly one-on-one with each Taos consultant, weekly with team leads and client management, and monthly with the entire Taos team. Using the previously agreed upon SLAs, Taos and its client collaborated to create an engagement score card. This score card provided a standard method for measuring the success of the insourced desktop engagement.

### Results

The Taos solution resulted in a 20% immediate reduction in costs and an additional 10% reduction over the first twelve months of the engagement. These savings were achieved through increasing skill sets, refining issue management in the Remedy systems, instituting standards and a common repository for process documentation, troubleshooting, and improving customer interaction. Due to the stabilization and standardization of the desktop team and environment, the client realized their goal of entering into a dynamic relationship with a vendor who would quickly respond to their changing needs. As a result, the relationship between Taos and Applied Materials persisted for 3 years until a global IT outsource project moved this function (and many others) offshore.

### About TAOS

Taos is a professional IT consulting services company. With more than 5,000 successful engagements at more than 1,000 clients, we have the experience and the technical expertise to help you achieve and sustain operational excellence. Our success is built upon the breadth and depth of our technical expertise, flexibility and objectivity – we are hardware and software vendor independent.