

Case Study Madrid City Council

»Madrid City Council Information and Communication Support Center (SICAM), implemented and developed by Fujitsu, has greatly improved the productivity and efficiency of staff and services and helped to simplify support processes and reduce costs.«



Services of the highest possible quality

Fulfilling the objective of continuously improving services to the general public requires the continuous revision of management processes and the updating of support services and tools provided by the City Council. It was therefore seen as essential that the information and communication support service was modernized, due to its direct impact on both the employees' productivity and on the end service offered to the general public. The autonomous body IAM (Informática del Ayuntamiento de Madrid – Madrid City Council Computing), is tasked with providing the City Council and its autonomous bodies with information and communication technology services. It is therefore responsible for the continuous modernization and improvement of these services. A lack of efficiency in the computer systems has a direct impact on the services that the City Council can provide to the general public. If a system is not operational, or if a public sector employee does not have access to a work tool, this could lead to long queues, to members of the public having to return the following day, or to unavailability of an online service. In light of this evidence, the City Council awarded a public tender contract to Fujitsu to implement and develop the Madrid City Council Information and Communication Support Center (SICAM). Madrid City Council's strategy is to improve the quality of the services it offers to the general public. The way in which Fujitsu fits into this strategy is by offering service improvements and developments, which, along with the "Sense & Respond" methodology, seek to improve processes and administration and to develop the tools used. In addition, another major aspect of the methodology is the provision of ongoing user training.

A robust and reliable common management platform

In the past there were several user support centers that provided support to the various City Council offices. These centers were managed independently and did not share information so, although each sector was managed at a local level, there was a distinct lack of global organization and management. In addition, some employees did not have access to these services due to the large number of City Council facilities. Key to Fujitsu's proposal is the merging of the user support centers. This was the guiding principle in implementing a robust and reliable common management platform, which would then go on to incorporate tools and processes. This platform enables the service levels to be compared and allows the Fujitsu "Sense & Respond" methodology to be applied, leading to continuous improvement.

The customer

Madrid City Council, with 24,000 employees making it the largest council in Spain, aims to provide the general public with services of the highest possible quality. www.madrid.es

The challenge

To modernize the information and communication support service, which is characterized by the following key figures:

- 17,000 users
- 350 incidents a day
- 900 different locations
- Approximately 500 servers

The solution

Implementation and development of the Madrid City Council Information and Communication Support Center (SICAM).

Customer benefits

- Improved services for the general public
- Increased productivity
- Increased efficiency
- Simplified support
- Reduced costs
- Continuous improvement of services

Products and services

- Developing a service model
- Implementation and development of SICAM (Centro des Soporte a la Informática y Comunicaciones – Information and Communication Support Center)
- Managed workplace services
- Training for support staff
- Implementation of ITIL methodology

Creating a flexible service with the potential to evolve

Before starting the project, Fujitsu and IAM collaborated to analyze the existing situation and agreed on a relationship model between the different centers. The first phase – which was one of the most important – was to establish the service model that was going to be offered. Performance processes and procedures were established based on ITIL best practices. The process design is based on the ITIL model, and ensures that the best industry practices can be applied to the management and development of the information and communication systems. In this planning phase, a key objective was established – that of achieving a service with zero tolerance when it comes to situations that cause disruption to users' work. It is important to emphasize that the plan aimed to create a flexible service with the potential to evolve. Throughout the duration of its life, a range of restructuring projects will be implemented, which will enable the service level to keep on increasing by adapting to emerging requirements and conditions. Following the service's definition and planning stages, a robust and efficient incident management platform was launched, based on BMC's Remedy suite, in line with ITIL best practices. At the same time, the "Service Desk" function was developed and analyzed along with the configuration management database (CMDB) and the service management processes, consisting of incident management, request management, error management, configuration management and service level management. At the end of this stage, Fujitsu provided training to the users on how to use the new tool.

Single point of contact guarantees highest quality

With the user support center unified and the management tool implemented, the user support service, with its three-level structure, was put into action. In order to really set the service apart from its forerunners, a single point of contact was established for incident notification. All users can access this point of contact by calling one single telephone number, which enables all incidents to be channeled to the correct department. In the current development phase, Fujitsu is providing service

development and improvement processes, and service management, including quality control, logistics management and other services, on request. The service management and the continued monitoring of service levels achieved are carried out jointly by IAM and Fujitsu by means of the established relationship model. Armed with this new information and communication support service, Madrid City Council employees have access to a portal through which they can report incidents and monitor the status of these incidents, receiving confirmation when they have been resolved. This is in line with the agreed service levels. Thanks to this system, IAM is gaining an increasingly accurate overview of incidents that occur, allowing problems to be anticipated in a lot of cases.

Significant benefits for Madrid City Council

As a result of the intensive collaboration with Fujitsu, the client has realized multiple benefits. First of all: improved services for the general public. Thanks to an improved information and communication technology support service, the systems have more availability, leading to an improvement in services offered to the general public who access the City Council's offices or Internet portal by allowing them to carry out their transactions quickly. Furthermore, the productivity is increased. City Council staff experience less waiting time, which in turn increases their productivity. Higher levels of organization and information in all support processes lead to better control and efficiency when resolving incidents, in particular the most frequently occurring ones. The knowledge gained in this area means that the levels of support continue to improve. Thanks to a unified and standardized user support center and a common management tool, Madrid City Council benefits from simplified support. Warehouse management, distribution logistics, IT asset inventory management and, above all, the high level of productivity among municipal employees, add up to reduced costs. A methodology has been implemented that enables the service offered to users to be continuously improved, which in turn improves services to the general public.

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