



## Case Study Carglass GmbH



### Carglass Gets Crystal Clear Cost Transparency for Programming Orders

New ideas in application development usually result in improved cost transparency. But they also allow optimal prioritization and management of resources when processing individual orders.

Carglass GmbH, headquartered in Cologne, is the number one car glass specialist in Germany. Service specialists throughout the country repair vehicle glass damaged by, for example, stone chips, at one of its many service centers or on site at the customer's location. The service provider helps over one million drivers per year, and is available to customers 24 hours a day, seven days a week, and 365 days a year. Every day, over 2,000 employees take on a huge number of individual orders as well as the logistical challenges faced by a nationwide mobile and outlet-based service provider.

The efficiency of the processes within specialist departments at Carglass depends directly on the performance of core business applications. The twenty-strong team of IT employees at Carglass need to work as flexibly as possible to enable Carglass specialists to provide the high quality services expected by their customers.

The company's unique business model also requires significant customization of the business applications that are implemented. 'Not a day goes by that we don't receive change requests in the form of programming orders for our core business applications,' explains Torsten Strychik, Head of Application Development at Carglass. The programming orders involve modifications to the core applications such as QlikView, Oracle E-Business Suite, or the order system, which was developed in-house.



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### The challenge

Carglass offers a wide range of services tailored to the precise needs of the customer. The company's IT department is therefore faced with the challenge of dealing with numerous application change requests every day. So, it's no surprise that the application developed for Carglass was an extended workbench for change requests. This in turn means that there are minimal standard processes, and the highly specific programming requests also increase complexity exponentially.



### The solution

Carglass was searching for an IT solution that could optimize processes, reduce complexity, and create greater transparency. Consulting4IT presented the added value that the Matrix42 Service Catalog can deliver, and the IT administrators were immediately impressed. The solution was implemented in a short space of time, ensuring seamless implementation of the change requests while guaranteeing process transparency.

With 30 to 40 programming orders per month, it isn't the volume of work that is the main issue, as it is for the glass specialists. Instead, the complexity stems from the fact that none of the orders are the same.



'The project was completed on time and on budget. We're very pleased.'

Frank Müller, IT Manager

## Why new ideas were necessary

The required application development involved extending the workbench for changes requested by specialist departments. Part of the task was to ensure orders are validated before they are executed, analyze them, and advise the relevant specialist department on possible solutions. From an ITIL procedural standpoint, this refers to non-standard change requests.


There are many different types of programming orders involved. These could include simple programming changes to the reporting system in Oracle E-Business Suite, or an adaptation for matching payments to account statements, which does not work with the processes at Carglass out of the box. But complex challenges are also part of daily operations in application development. For example, when an invoice is automatically canceled due to an incorrect billing address, a feature can be developed that enables the appropriate corrections and an automatic rollback to the correct address in the order. This means the address no longer has to be manually changed in the order, which would result in significantly higher process costs. 'Paper forms were previously used to place an order. It was often impossible to trace who had submitted the change request and who had approved it, because the signatures were no longer legible. Bear in mind that some 400 employees were able to request changes,' says Strychik, describing the challenge. Prioritization was also difficult due to the lack of transparency. Important issues always risked being buried by low-priority orders, and there was not always enough time to provide specialist departments with the advice they needed.

## Project Objectives

The goal was to create a structured process that would bring together all the parties involved, from the requester and the decision-maker, to the programmer. This would create transparency for everyone across the entire process, from the programming request and approval, to programming and the implementation of the change. Where is the order? Who approved it? What will the benefits of the change be?

At the same time, the process had to be optimized in such a way that management would have the necessary transparency across all the orders, enabling them to be prioritized according to current business requirements. The approval process also needed to be tested. If, once the request was submitted, implementation was estimated to take less than one day, then in future the request should be approved automatically and assigned to daily business. 'This distinction is supposed to ensure that the business process is not unnecessarily complicated. In the end, the administrative work would have been greater than the time required for the implementation,' reasons Frank Müller, IT manager

at Carglass. For requests involving more than one day of programming work, the decision on whether to approve the request should be evaluated from a business standpoint. An estimate of the commercial benefits of the change is critical here. From this point, a change request should only be approved if the benefits derived from the change are sufficient compared with the costs involved. The objective was to reduce the overall workload of the IT department. Instead of prioritizing change requests in consultation with the specialist department, which was generally a time-consuming task, prioritization would be performed within the specialist departments.



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Torsten Strychik, Head of Application Development

## Where Support Came From

The rollout of a tool should create the necessary transparency across the standardized processes. While selecting the service provider for implementation, Carglass came across Consulting4IT GmbH, headquartered in Waldbronn located near Karlsruhe. "The system integration approach, drawing on process experience for SMEs, was a perfect fit for the project we had planned," says Strychik, explaining his choice of service provider. Consulting4IT recommended an implementation based on products from Matrix42. The software was already in use in service management at Carglass. Consulting4IT estimated that implementation would take 20 days. Other providers estimated it would take 50 to 100 days to implement the same functional specifications. This included system integrators who had planned to use SharePoint. "In fact, I firmly believed that it could not be implemented in Matrix42. That is why I inquired about SharePoint as a potential alternative," says Strychik, describing how he came to his decision. He then goes on to add: "In our eyes, the cost estimate provided by Consulting4IT seemed overly optimistic. But, at the end of the day, the many references from well-known customers that the service provider was able to supply won us over, and we began work on the project with Consult4IT." The implementation costs were only one factor in the decision. The fact that the service desk had previous expertise with Matrix42 server administration played a significant role in the decision. Arno Stein, IT Help Desk Team Manager, went on to say: "Matrix42's service desk solution had already helped us in improving the service structures, with consolidated asset data already available in the Matrix42 system."

## The Project and the Final Results

A basic installation of the software at the beginning of the project was not necessary. Matrix42 was already being used as a service desk module by the support team and, as a result, the service catalog module simply needed to be activated. Because no additional platform was required, it didn't take long to define the system requirements. The standard change request processes within the service catalog module served as the basis for mapping the programming orders. The configuration of the technical modifications could be initiated immediately after entering the license key. Master data on, for example, employees, departments, or cost centers, were also already available via the existing service desk module and did not have to be re-imported. Consulting4IT was briefed in a written specification sheet that was fully implemented following approval, and involved the execution of a multi-stage process. This begins with the submission of the request, and is followed by an estimation of the amount of time and cost associated with developing the application. The request then goes back to the requester's supervisor for approval. After that, the order is assigned to a programmer for implementation with a specified IT priority that can be overridden by a management priority. The process includes preparation for internal cost allocation according to the cost estimate, and assignment of the cost center decision-maker as the approver. Other ideas were also generated once the project had started, and many of them will be implemented as part of the next release. Because a faster go-live was requested, it was important that the project was not delayed by answering questions about each and every button,' says Strychik, explaining the systematic approach taken.



### Summary

The scope of the plan allowed for 20 man-days pf external consultancy, .spread over three months from the statement of requirements to the go-live date. ,Every change request used to be a top priority. Now all parallel projects and requests are transparent for everyone involved. Clear prioritization based on business relevance can be achieved as a result,' says Strychik in reference to the main improvements made since the go-live date. Management can change the priority level through special reports, and it is now easy to identify whether a request has been submitted twice. Of the 700 portal users, only 20 people are now permitted to submit programming orders. The transparency and built-in budget and time estimates now allow us to plan ahead of time whether the order should be outsourced. The controlling department is also involved, with the aim of raising awareness about the costs associated with change requests.



**Systems integrator with processing experience**

Services managed? Clients ready? Security guaranteed? These are the simple questions that we have been asking our customers for more than a decade and our level of enthusiasm for these topics is just as high as it was on the very first day.

Consulting4IT GmbH has been offering companies support in the creation of forward-looking solutions for service management, client management, and security management since 2003. With 50 specialists at the German sites in Waldbronn and Bonn provide support ranging from process and organization

consultation, right through to tool implementation. In-house Consulting4IT products, such as the MALM or Report Depot applications, enhance the software solutions of our strategic software partners, Matrix42 and nexthink.

Our aim is to be one of the leading implementation companies for our strategic partners. Therefore, Consulting4IT is one of the two world's leading Matrix42 Platinum partners. In addition in 2014 nexthink awarded Consulting4IT with the rare Platinum certification as well as the award for the most successful partner in Europe.

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