

# FEMSA Manages More than 80,000 IT, Finance and HR Tickets with CA Service Desk Manager



## CLIENT PROFILE

**Industry:** Consumer goods

**Company:** FEMSA

**Employees:** 177,000-plus ( global)

## BUSINESS

FEMSA is a leading company operating in the soft drinks sector, the retail trade and the beer industry. It has 215 million customers in nine countries throughout Latin America.

## CHALLENGE

After establishing its shared service centers, the company needed a solution that would help consolidate process management and operation, delivering synergies and economies of scale for FEMSA.

## SOLUTION

Initially, CA Service Desk Manager was deployed to support the IT shared service center. Later, the solution was extended to HR and finance processes, and today it handles more than 80,000 tickets each month.

## BENEFIT

With CA Service Desk Manager, FEMSA gained benefits on both IT and business fronts, with service improvements and cost reduction across IT, HR and finance processes.



## Business

### **Innovation in the beverage industry**

Founded in Monterrey, Mexico, in 1890, FEMSA is a leading beverage industry company, with Coca-Cola FEMSA now the largest independent bottler of Coca-Cola products in the world. The company is also a leader in the retail industry, with FEMSA Comercio operating OXXO, the largest and fastest growing convenience store chain in Latin America. In addition, FEMSA is the second-largest shareholder of Heineken, one of the world's leading brewers and present in more than 70 countries.

The company has a number of other strategic businesses and shared service centers, designed to help expand existing business units and fulfill FEMSA's commitment to innovation.

FEMSA has more than 177,000 employees and 215 million customers in the nine countries it serves in Latin America: Mexico, Guatemala, Nicaragua, Costa Rica, Panama, Colombia, Venezuela, Brazil and Argentina.

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## Challenge

### **Consolidated management and operation**

IT plays an important role in FEMSA's business, which is why, in 2003, the company tried to find alternative ways to better manage its services. During the 10 years that followed, the company established a number of shared service centers, which provide solutions for FEMSA's finance, IT and Human Resources business units.

## “FEMSA wanted a tool that met ITIL standards.”

### **Raúl Collins**

Help Desk and Call Centers Manager, FEMSA

“The centers consolidate administration and operation of core business processes, achieving synergies and economies of scale for the enterprise,” says Raúl Collins, Manager of FEMSA's help desk and call centers. “They allow FEMSA's businesses to focus on their core competencies and support the sustainable growth of the company.”

When the IT shared services center was established, the company wanted to continue with the processes that had already been developed based on ITIL® (Information Technology Infrastructure Library) best practices.

FEMSA was using a tool from a third-party supplier, which provided good service. However faced with growth challenges within the IT shared services center, FEMSA decided to seek a more robust solution.

“FEMSA wanted a tool that met ITIL standards, could support multiple business services and had the scalability to manage the expected growth volume as well as high capacity and availability,” explains Collins. “A tool from a renowned company was important, but so was the ability to meet the challenges of integration with other solutions already deployed at FEMSA.”

The company requested bids to help it select the right tool. Three vendors participated, including CA Technologies. “In addition to technical evaluation of the tools, FEMSA made visits to leading customers,” says Collins.

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## Solution

### **More than 80,000 tickets managed with CA Service Desk**

From the outset of the IT service center, it was clear that the tools utilized should be aligned with ITIL best practices and have a good proven reputation. “We evaluated all three tools and the resulting winner was the CA Service Desk Manager. It was the one which came closest to our needs and which had the best cost/benefit ratio,” says Collins.

CA Service Desk Manager solution could, among other things:

- Enable the adaptation of ITIL processes to those already implemented, with the intention of continuing their maturation
- Manage a much larger volume of tickets as compared to past results
- Integrate with other tools, including monitoring, reporting and complementary applications
- Support multiple business services in addition to IT.

With the support of CA Technologies and partner ABS, FEMSA updated its ITIL processes, especially those concerning incidents, requests and changes as well as its CMDB.

The tool was implemented with minimal customization and at the end of 2005 FEMSA was using version 6 of CA Service Desk Manager. “The implementation and training were simple because we started with processes that we had already defined and catalogs that had already been used in previous tools,” says Collins.

Initially the tool was purchased to support IT processes, particularly incidents and requests. As the company moved forward, it recognized that besides IT, CA Service Desk Manager was a useful tool to support other types of processes, such as HR and finance. “We started with IT and HR for managing incidents and requests. Years later, CA Service Desk Manager was implemented in the finance shared service center,” says Collins.

In 2010, FEMSA realized that the tool had to be updated and moved to version 12.1 of CA Service Desk Manager. This time, the challenge was the re-implementation of the tool; the company also took the opportunity to further review its processes, incorporating new ones while simplifying others.

Today, with IT, finance and HR processes united, CA Service Desk Manager manages more than 80,000 monthly tickets, divided as follows:

- 30,000 IT tickets (FEMSA helpdesk)
- 15,000 IT tickets (Heineken helpdesk)
- 21,000 HR tickets (HR Mexico)
- 2,000 HR tickets RH (HR Brazil)
- 10,000 finance tickets (care providers)
- 4,500 finance tickets (travel costs).

#### **Enabling self-service**

With version 12.1 enabling integration with other more powerful tools, FEMSA has been able to further enhance the use of CA Service Desk Manager developing interfaces for self-service schemes. “Service and request portals allow us to reduce the volume of calls related to processes that the user can manage. If necessary, the request is escalated to a specialist,” says Collins. “We involve the call center only in those requests where the human factor is important.”

Using CA Service Desk Manager and tools and developments made internally, FEMSA has been able to create a model that incorporates business processes outside IT, including commercial, HR and finance. These different business areas all track and retain service desk records using the CA Technologies solution.

“We see CA Technologies as a strategic partner for our shared service centers because together we develop solutions for our internal customers - in this case, FEMSA business units,” says Collins. “CA Technologies is a supplier that develops and finds ways with us to meet the changing needs of the business.”

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## Benefits

#### **Excellence in managing shared services**

Benefits achieved by FEMSA using the CA Service Desk Manager fall in two areas: IT and business. For IT, the solution has enabled:

- Approval and process control for IT service management
- Stability of the solution in the face of growth
- Simplicity in the incorporation of new services
- Ease of integration with other tools.

CA Service Desk Manager has also enabled FEMSA to standardize and control IT services, with all relevant information related to incidents, requests and day-to-day delivery being recorded.

## “This tool has enabled FEMSA to add new services on short notice.”

**Raúl Collins**

Help Desk and Call Centers Manager, FEMSA

“This tool has enabled FEMSA to add new services on short notice, and not only those services related to IT, but also HR and finance, where the common denominator is that they involve the management of incidents and requests,” says Collins.

For business, the CA Service Desk Manager provides:

- Stability for business services
- Improved decision making
- Better perception of the quality of services
- Reduced support costs.

“The benefits achieved have helped us reduce costs as not every ticket must be answered by a person,” says Collins. “And having incorporated monitoring into our services, we have been able to increase customer satisfaction.”



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