



## Sodexo Manages Rapid Expansion, Maximizes Resources and Gains Cost Savings with ISS Solutions



### SNAPSHOT

**Company:** Sodexo, Inc.

**Headquarters:** Gaithersburg, MD

**Business:** leading international food and facilities management services company

### OVERVIEW

#### Challenge:

Find a Contact Center services provider that can cost-effectively meet the internal help desk needs of a rapidly-growing service organization

#### Solution:

By tapping into ISS Solutions' expertise, strategically expand the Sodexo help desk to meet the increasing demands of internal customers

#### Benefits:

- Gained cost savings as costs-per-call reduced by 25%
- Improved customer service as call volume increased by 220%
- Improved utilization of internal resources for more strategic projects
- Obtained access to an experienced staff
- Addressed people-oriented aspects of disaster recovery
- Acquired solution flexibility

***With \$6.7 billion in annual revenue and 125,000 employees, Sodexo, Inc. is the leading provider of integrated food and facilities management in the U.S., Canada and Mexico.***

Sodexo offers innovative outsourcing solutions in food service, housekeeping, grounds keeping, plant operations and maintenance, asset management, and laundry services to more than 6,000 customers throughout North America. A large component of Sodexo's success hinges on its ability to find quality employees who can maintain high customer service standards.

Bruce Link, Vice President of Information Services and Technology Customer Service with Sodexo, explains, "The contract food service industry is low margin so there's little room for error. It is important to maintain our costs, and consistently deliver outstanding service. That's why we focus heavily on making the best use of our resources in order to improve efficiencies and reduce spending."

As the company faced continued growth, it sought a Contact Center services provider capable of cost-effectively supplementing its internal IT help desk team. As part of its formal review process, Sodexo considered several leading solution providers.

### Intelligently managing expansion in the face of rapid growth

"Sodexo acquired my previous employer, Wood Dining Services. At that time, I took over internal help desk operations for Sodexo," Link explains. "We faced rapid growth due to several new applications coming online, and we knew we needed to change the dynamic of our existing help desk in Buffalo, NY in order to intelligently manage that expansion. Specifically, we needed a more effective way to handle level one, two and three calls to our help desk, while better controlling overall costs."

Long before joining Sodexo, Link teamed with ISS Solutions in previous roles. "Having a strong pre-existing relationship was critical in my decision-making process. I've always counted on ISS Solutions' expertise. They understand—and consistently fulfill—my high customer service expectations. Plus, their flexible approach to pricing met my requirements; I was looking for a cost-per-call approach as opposed to a fixed price model. Other vendors weren't willing to be as adaptable," says Link.

Password re-sets and other short service calls are a huge cost to almost every organization, Link explains. "With ISS Solutions' level one help desk services, their experienced team administers our password re-sets and handles every

technology service and support call that falls in the 'under 10 minute' range. With ISS Solutions' help, we strategically expanded our help desk in a way that saved us money," says Link.

## Optimizing internal resources, obtaining rapid return on investment, improving customer service

Since partnering with ISS Solutions in 2005, Sodexho is enjoying a broad range of benefits.

### Gained cost savings

In order to maximize resources and make the best use of its employees' time, Sodexho chose to continue accepting level two help desk calls at its Buffalo, NY office while outsourcing level one calls to ISS Solutions. "We didn't want to expand our Buffalo help desk—and coping with our growing requirements would have necessitated hiring at least 10 more people. Both our square footage needs and wage rates would have been unacceptably high in this scenario. With the help of ISS Solutions experts, our combined help desks successfully resolve between 150,000 and 160,000 calls a year—up from 50,000 calls in 1999," explains Link.

By 2007, costs-per-call dropped by 25%. Rates are expected to fall even further in 2008 by another 10%.

### Improved customer service

Since tapping into the ISS Solutions knowledge-base, Sodexho has also reduced the number of abandoned help desk calls. "Any call lost after one minute or more is considered abandoned. Our abandon rate went from 10-11% down to 8%. Before ISS Solutions, the lack of sufficient staff in the face of growth was becoming a major concern," says Link.

The combined help desk teams are meeting—and exceeding—several other critical customer service objectives. Link explains, "It is our goal to answer all help desk calls in less than one minute and 30 seconds. We've been consistently running under one minute with ISS Solutions' help. In fact, just last month we were under 54 seconds on average. In addition, we strive to resolve at least 70% of all issues reported to the help desk within two hours. Today, 87% of our calls meet that goal. Finally, we aim to fully address at least 80% of all calls on the same day they are received. We're currently resolving 90% of our calls in one day—an outstanding result."

### Improved utilization of internal resources

With between 25,000 and 30,000 internal customers at any given time, it is extremely important to manage help desk

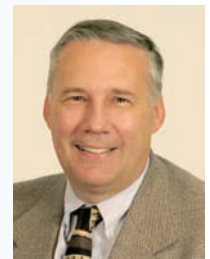
resources wisely. "Thanks to the ISS help desk, the burden on Sodexho's Buffalo staff has been greatly reduced—and our team's high level expertise is being well utilized on appropriate user needs," says Link.

### Obtained access to an experienced staff

In just three months, Sodexho grew its help desk staff size by 35%. The ISS Solutions team knowledge of Sodexho's business has been critical to ongoing success. "To me, the most important requirement for any partner is that they understand my vision of customer service. ISS Solutions understands what that means to Sodexho—and consistently delivers results," comments Link.

**"ISS Solutions understands my vision of outstanding customer service—and consistently delivers results."** — Bruce Link, Sodexho VP of

Information Services and Technology Customer Service



### Addressed people-oriented aspects of disaster recovery

"Very rarely, we need to shut down our Buffalo office due to severe weather issues. With ISS Solutions, we have ample coverage for these types of emergency situations. Having a voice at the other end of the phone line for our customers is critical," says Link.

### Acquired solution flexibility

Not all Contact Center service providers were willing to comply with Sodexho's specific requirements. Link comments, "ISS Solutions was willing and able to provide the cost-per-call pricing that was so important to us."

Since bringing the ISS Solutions team on board, the combined help desk provides outstanding, seamless service while receiving plenty of positive comments from users. Link explains, "To hear a complaint even once a month is extremely rare. I can be very difficult to please because I have very high expectations—and ISS Solutions continually delivers. By enabling the separation to a level one and two environment for our help desk, they helped our organization maximize resources and lower our total costs-per-call. That's why ISS Solutions is a vital partner to Sodexho's success."