



Mercare

The Mercator IT Helpdesk Solution



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MERCARE (MERCATOR'S CUSTOMER CARE CENTRE)

1.1 Introduction to Mercare

Mercare, Mercator's Customer Care Centre, operates 24 hours a day, 365 days a year, offering a single point of contact for the customers of Mercator, which includes over 50 airlines across the globe, ground handling agents, tour operators and a variety of hotels as well as the 35,000 employees of the Emirates Group of companies.

Established in 1993 as an internal helpdesk for Emirates Airlines and extended in 1997 to provide services to both Emirates Airlines and Mercator clients, it blends processes, technology and the best people to deliver a business service revolving around quality and customer satisfaction.

With full first line and remote second line support it offers its customers unparalleled end-to-end support ranging from the end user desktop devices and application support to the underlying mix of internal network devices and topologies as well as third party vendor networks, which airlines depend upon.

In addition to its current operations Mercare has just been appointed the permanent IT Helpdesk for the newly established FlyDubai airline. Currently in its set-up phase, FlyDubai, the independent low cost airline wholly owned by the government of Dubai, has chosen Mercare to operate its first line and IT vendor management functions.

1.2 The Mercare Team

The Mercare team prides itself on being a successful mix of cultures and backgrounds; it is made up of over 50 individuals from across the globe all working together with one goal, to offer an industry-leading quality service.

People are how we provide a quality service, and people are our speciality. This is particularly evident in the focus we have, from the recruitment stage through to their first day in the department, when they are introduced to our ongoing training and development programmes.

The team has several functions, each with differing roles and responsibilities but each with the same focus.

- First line support – This is offered by our IT Support Technicians; every technician is Microsoft certified and although not all are yet certified most have already achieved MCSE and CCNA status.
- Second line support – Performed by our IT Senior Support Engineers, as well as all having extensive IT and industry backgrounds all of the engineers have completed IT bachelor or masters degrees and additionally hold a multitude of certifications in ITIL, Microsoft (MCSE, MCT) and Cisco (CCNA, CCNP).
- Training, Service Quality, Administration & Reporting – Our 'Gurus' or Technical Specialists and IT Support co-ordinators - Unlike most organisations, administration and reporting does not mean we rely only on simple office administration; every member of the team holds master's degrees, MCSE's and a mixture of ITIL, Microsoft and Cisco certifications.



- Centre Management – The smallest of the Mercare teams, responsible for making the recipe of people, systems and processes a success. An introduction to the management team is below:

Name	Role & Background
Patrick l'Anson	<p>Manager, Mercator Customer Care Centre Originally from Liverpool in the United Kingdom Patrick joined Mercator on 31st March 2007.</p> <p>With over 13 years experience in Information Technology Patrick has managed and overseen the implementation of ITIL processes and centralised helpdesk operations in several organisations including Mercator, Lloyds TSB Commercial Finance, Virgin Media and Telewest Broadband.</p>
Biju Oommen	<p>Incident Manager, IT Support Technicians Originally from Bhilai, India. Biju joined Mercator on 29th Dec 1998. With more than 17 years of experience in Information Technology Biju project managed both the implementation of Remedy and later HP OpenView Service Desk in Mercator in addition to devising the Business Continuity plan used within Mercare. Prior to joining Mercator Biju was with Taskin Computer Systems (Dubai) overseeing their complete IT operations and in India with Rane Computers Consultancy Limited managing their IT Helpdesk.</p>
Jerry George Cherian	<p>Incident Manager, IT Senior Support Engineers Originally from Kerala, India, Jerry joined Mercator in September 1992.</p> <p>Starting his IT career with Mercator Jerry has held a variety of positions including supporting and training all Middle East business centres on mainframe, but it was in 1997 when he moved into Mercare ahead of its expansion. As a senior network engineer he took up the challenge of devising and implementing the support procedures for all of the Mercator customers still in use today.</p>
Peter Charles Dias	<p>Incident Manager, Mercator Clients and IT Support Co-ordinators Originally from Mumbai, India, Peter joined Mercator in 1997.</p> <p>To aide the governance of the IM processes across Mercator Peter was recently been appointed the additional role of Incident Management Process Champion in addition to his role of Mercator Clients and IT Support Co-ordinators.</p> <p>Prior to joining Mercator Peter was with Procter & Gamble, India where he was responsible for managing all IT support services across their Indian offices.</p>
Rani Korah Mathew	<p>Incident Manager, Projects and Quality & Improvement Originally from Florida, USA Rani joined Mercator on 08th Nov 1999. During the last 9 years with Mercator she has specialised in infrastructure building projects (IT) & resource management, successfully implementing projects such as Dubai Airport Concourse1, DNATA Head Quarters, Emirates Aviation College, and more recently the new Mercare centre within Emirates Group Technology Centre.</p> <p>Prior to Mercator, Rani spent six years as Duty Service Manager (DXB) within KLM Royal Dutch Airlines.</p>

1.3 Contact Mediums

By utilising systems and technologies in innovative ways, Mercare does not merely offer one way for our customers to contact us, in fact even now we are introducing new mediums so that we can be sure that our customers' needs are met.

- Telephony – Based on the varying needs of our entire customer base we currently offer 12 different telephone numbers. In the background we utilise the latest hardware and software to give us both prioritised routing and skill-based routing to direct calls to the best suited agents.



- Email – Currently we manage over 6 different support mailboxes across several domains, but with the development of our upcoming work flow management software we'll be able to offer the same prioritisation as we do with telephone calls.
- Web based Portals –Mercator Portal built around the needs of each of our customers we are able to offer the most cost effective support.
- Fax – By popular demand of many corporations across the globe the traditional is kept alive.

1.4 Operational Hours

Mercare operates uninterrupted 24 hours a day 365 days a year.

We are able to do this by not just utilising our new state of the art centre within the Emirates Group Technology Centre; our contingency planning gives us a fully redundant primary centre, meaning that any interruption in utility supplies or local area network would, at worst, only interrupt 50% of the centre's capacity, however in the event of a worst-case scenario our disaster recovery plans fully utilise the premises of our parent company, the Emirates Group*. We have set-up and equipped two additional centres, one located in the Emirates Group Headquarter building and one in the Emirates Airline Call Centre.

* To ensure that any relocation of services takes place in a timely manner, and to ensure that all Mercare staff is ready, unannounced drills and relocations take place approximately every three to six months.

1.5 Mercare Security

Physically separated within the Emirates Group Technology Centre, Mercare prides itself on the physical security it offers. Access into the centre is strictly controlled by utilising a separate MAXxess security implementation, which means that beyond the staff of Mercare and other essential Mercator personnel authorised by the Mercare Customer Care Manager, the centre operates locked down from the outside world, which includes the majority of staff within Mercator itself.

In addition to this physical security further safety is guaranteed by the fact that not only do authorise staff need to be vetted and authorised by the Mercare management team but all Mercator personnel have to gain full police and Dubai Civil Aviation clearance prior to employment.

2 MERCATOR IT HELP DESK SOLUTIONS

2.1 Mercator can provide temporary or permanent outsourced helpdesk facilities

Through utilising the experience of the Mercare management team, a fully segregated interim helpdesk can be set-up within the premises of Mercare.

2.2 Mercator can facilitate setting up of a dedicated on premise customer support helpdesk.

Touching upon the experience of Mercator's Mercare Manager, Patrick I'Anson, who set up central IT Helpdesks and Contact Centres in two multi-national companies before joining Mercator, any number of pitfalls during the operational set-up can either be pre-empted or quickly resolved as on-the-ground management will be provided.



2.3 Hybrid model

A phased approach can be adopted where Mercator provides temporary outsourced helpdesk facilities while assisting a company to ramp up the necessary skills to operate their dedicated helpdesk. Beyond the obvious benefit of a fully set-up and equipped centre, the staff utilised will be a mixture of experienced and newly recruited resources, which not only gives instant helpdesk experience but allows a significantly reduced training programme to be run, as knowledge sharing and side-by-side coaching can be introduced.

3 KEY PERFORMANCE INDICATORS AND REPORTING

3.1.1 Key Performance Indicators

Key Performance Indicators are how we measure the success and continued improvement of any operation. The KPI's Mercare work towards are:

- FCR – First Call Resolution. This KPI measures the % of incidents that are resolved by Mercare without any involvement of second or third-line teams.

The recommended targets for this KPI are 50% of incidents after the first year of operations, 60% after the second year, and 70% after the third year.

- PCA60 – % of Telephone Calls Answered within 60 Seconds.

As a start-up operation no data exists on call spikes or business trends, therefore a target of 70-80% is recommended.

- Availability of agents – Any customer of any contact centre across the globe has experienced a time when they have given up waiting to be answered. The time it takes an individual to reach this decision is very personal and can range from anything upwards of 1 second. Although outside of the control of the management of any centre within any reasonable time, this % of calls should be targeted as resource numbers and speed of answer; the main contributing factors, are controlled.

Industry standard targets are around the 2.5% of all received calls, however during a start-up operation this % will be higher until call spikes and business trends are established, therefore the recommended target is not to go above 5% of lost calls and a 95% target to be set.

3.1.2 Reporting

Reporting requirements may be requested by the customer however typically the following would be required:

- Overall number of incidents logged and resolved, including a breakdown of categorisations of faults.
- % of faults resolved by team.
- Speed of resolution to be broken into the following
 - <1 Hour
 - >1 <4 Hours
 - >4 <24 Hours
 - >24 Hours
- Telephone call data



- Number of calls received
- Number of calls presented to agents
- Min, Ave and Max answer times
- Average handling time
- Number of outbound calls
- All outbound call list (itemised telephone bill)
- Call pattern data to show when calls are received.
- KPI reports showing performance versus targets as defined above

All reporting requirements, including the frequency, may be defined the customer the majority will only be effective on a monthly basis, but weekly and/or daily reports can also be produced.