



ClubCorp

ClubCorp Balances High Tech and High Touch with the Help of BMC Service Desk Express Suite



Geography

Global

Industry

Services

Business Need

Leverage technology to deliver superior customer service, creating a personalized, private club experience for ClubCorp members and guests

Solution

BMC® Service Desk Express Suite helps the IT organization keep information systems running so that employees have immediate access to customer preferences and interests, and can customize ClubCorp members' and guests' experience in a variety of ways.

Results

- > 50 percent reduction in call volumes
- > \$600,000 savings due to reduced call volumes and increased efficiency
- > 7.5 man-hours a week saved through automation of change process



Change Formation

“IT provides the business services that allow ClubCorp employees to drive business success. IT systems keep track of golf scores and handicaps, communicate dining requests to chefs, help with travel reservations, and give employees access to member preferences and interests, so they can tailor services to provide a high-touch experience for each member or guest.”

Tonya Jackson

IT Support Analyst
ClubCorp

Whether you're playing golf at Pinehurst, networking with peers at one of ClubCorp's business clubs, or enjoying luxury accommodations at one of the company's world-class resorts, ClubCorp employees want you to have a personalized experience that exceeds your expectations. ClubCorp's 18,000 employees couldn't achieve this "high-touch" goal without "high tech." Advanced information systems keep track of golf scores and handicaps, communicate dining requests to chefs, and facilitate travel reservations. Moreover, the MemberPride membership system gathers personal preferences and interests, and puts this data at the fingertips of customer-facing employees so they can tailor services to individual clients.

The IT customer support staff is responsible for supporting hardware and software systems worldwide, ensuring that issues are addressed promptly. “The work we do ultimately drives ClubCorp's number one goal, which is to provide the best possible service for our club members and guests,” says ClubCorp IT support analyst Tonya Jackson.

Since 1997, the staff has relied on BMC® Service Desk Express Suite (formerly BMC® Magic Service Desk) to assist in this effort. The initial implementation addressed the needs of the help desk, enabling the staff to consolidate operations personnel, streamline communication, and increase efficiency. Since that time, ClubCorp has considerably expanded the scope of the BMC solution to derive even greater value from it.

LONG-TERM SUCCESS

Over the years, ClubCorp has upgraded to newer versions of BMC Service Desk Express Suite to take advantage of new functionality and address changing business needs. The company continues to receive substantial return on investment as new functionality becomes available and as the staff continues to optimize its processes to drive increases in efficiency. For example, a centralization effort in 2003 reduced call volumes by 50 percent, setting the stage for a \$600,000 savings in 2004.

The BMC Service Desk Express Suite database stores a wealth of information, and by analyzing request volume and request types, the staff is able to develop accurate budgets, make more informed business decisions, and forecast more effectively. Reports based on real data provide insight into such metrics as call volumes, response times, and resolution times.

"BMC Service Desk Express Suite is a must for our IT department. Its reliable and easy-to-use reporting capabilities allow us to identify trends and head off potential problems. The new version addresses our needs better than ever with outstanding user-friendly reporting, quick views, and graphs. In addition, version 9.0 is the perfect solution for automating our customer surveys."

Tonya Jackson
IT Support Analyst
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Key Products Used

- > [BMC® Service Desk Express Suite](#)
- > [BMC® Service Desk Express Change Management](#)
- > [BMC® Knowledge Management Express](#)

The company has expanded the use of the suite beyond help desk operations to encompass change management. The BMC® Service Desk Express Change Management module integrates tightly with service desk functionality and is facilitating ClubCorp's adoption of IT Infrastructure Library (ITIL®) best practices for incident, problem, and change management. "The change process we had in place was a good one, but much of the effort was manual," Jackson says. "BMC Service Desk Express Change Management automated the process. Change requests are routed by e-mail to members of the change approval board (CAB). Approvers can approve, reject, or hold requests either within the change application or by e-mail. The solution is saving a lot of time and is speeding the process of getting changes approved and implemented."

The change module has eliminated hours of manual effort that was previously required to put together reports for the weekly CAB meetings. Previously, the change manager spent seven and one-half hours each week updating change request status information in a spreadsheet and generating the report. Now status changes occur automatically, as each request flows through the approval process and reports are available with just a few keystrokes.

ClubCorp is also using the BMC solution to address needs outside the IT organization. For example, when the payroll department needed a way to track requests, the staff created additional forms and business processes to meet payroll's needs. Likewise, when human resources (HR) needed a tracking system, the staff developed forms and business rules to track HR requests. This approach has eliminated the need to implement, learn, and administer separate systems, saving both time and money — and increasing the return on investment in the BMC solution.

NEW FUNCTIONALITY DELIVERS RESULTS

In 2006, ClubCorp upgraded to BMC Service Desk Express Suite version 9.0 to take advantage of a broad range of new functionality. In particular, the staff was interested in e-mail conversations, dashboard views, and new survey capabilities. ClubCorp engaged BMC partner Change Formation, a company focused on helping organizations realign their IT resources to better support key business objectives, to assist with the upgrade. "I can't imagine doing an upgrade like this without the help of the Change Formation consultants," Jackson notes. "They did an outstanding job of outlining the project and helping us to define our goals. They participated heavily in the upgrade, testing, and tailoring of the new version to meet our needs."

The e-mail conversation capability is facilitating communication related to incidents, problems, and changes by automatically generating e-mail messages with incident details to users who have reported incidents. These messages are maintained as part of the incident record in the database to support tracking and auditing. The dashboard is helping to increase productivity of the help desk staff by providing tailored views that display the information that is most important to each agent, while also providing an easy way to drill down for more detailed data.

The surveyor functionality has enabled the help desk to automate the customer survey process and gain better insight into satisfaction levels. Previously, an employee partner manually selected tickets at random and sent out an e-mail message with the survey form. The analysis of the survey results was also a manual effort. Now, the surveyor capabilities within BMC Service Desk Express Suite automate surveys and provide a more accurate, controlled approach. "The results we get are a much fairer representation of how our customers feel," Jackson says. "The module calculates all the percentages for us and puts together reports in a matter of seconds. Our customer satisfaction scores are running at about 9.26 out of 10 each month."

FUTURE STEPS

ClubCorp's IT organization is now focusing its efforts on adopting best practices for IT service management to increase productivity, reduce costs, and enhance service quality. ITIL is providing the framework for this effort. "Going forward, everything we do must be compatible with ITIL guidelines," Jackson says. "We're sending our people to ITIL certification classes and are ensuring that the software tools we implement support ITIL best practices. The BMC solution supports ITIL out of the box, so it aligns exactly with our goals."

IT also plans to continue enhancing and expanding its use of other BMC solutions. The staff has purchased BMC® Knowledge Manager Express and plans to implement it in the spring of 2007. This solution will enable IT to leverage the knowledge of its most skilled support people

to create a repository of solutions for known problems. End users will be able to tap into this repository to solve many problems on their own. ClubCorp expects this new self-service capability to reduce call volumes even further, while also increasing productivity for end users.

CUSTOMER'S FINAL WORDS

"BMC Service Desk Express Suite is a must for our IT department," Jackson concludes. "Its reliable and easy-to-use reporting capabilities allow us to identify trends and head off potential problems. The new version addresses our needs better than ever with outstanding user-friendly reporting, quick views, and graphs. In addition, version 9.0 is the perfect solution for automating our customer surveys."

About ClubCorp

Dallas-based ClubCorp is the world leader in private clubs. Internationally, ClubCorp's affiliates own or operate nearly 170 golf courses, country clubs, private business and sports clubs, and resorts. Among the company's nationally recognized golf properties are Firestone Country Club in Akron, Ohio; The Homestead in Hot Springs, Virginia; and Mission Hills Country Club in Rancho Mirage, California. The more than 60 business clubs and business and sports clubs include the Boston College Club; City Club on Bunker Hill in Los Angeles; Citrus Club in Orlando, Florida; Columbia Tower Club in Seattle; Metropolitan Club in Chicago; Tower Club in Dallas; and the City Club of Washington, D.C. ClubCorp has approximately \$1.5 billion in assets and employs 18,000 people.

About Change Formation

Tulsa-based Change Formation is a Premier BMC partner with 10 years of experience at integrating IT Service Management solutions. Our long term relationships include mid-market and Fortune 500 firms in leisure, manufacturing, energy, media, financial and other industries who desire customized ITIL processes that deliver business results. www.cformation.com.

About BMC Software

BMC Software delivers the solutions IT needs to increase business value through better management of technology and IT processes. Our industry-leading Business Service Management solutions help you reduce cost, lower risk of business disruption, and benefit from an IT infrastructure built to support business growth and flexibility. Only BMC provides best practice IT processes, automated technology management, and award-winning BMC® Atrium™ technologies that offer a shared view into how IT services support business priorities. Known for enterprise solutions that span mainframe, distributed systems, and end-user devices, BMC also delivers solutions that address the unique challenges of the midsized business. Founded in 1980, BMC has offices worldwide and fiscal 2006 revenues of more than \$1.49 billion. Activate your business with the power of IT. www.bmc.com.



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