



CASE STUDY

TRANSPORTATION



Organization:

Greater Toronto
Airports Authority

Industry:

Transportation

Products:

HEAT® Service & Support™
HEAT® Plus Knowledge

Web site:

www.gtaa.com

FrontRange Solutions Partner:

Avante Solutions, Inc.

Quick Stats:

HEAT users: 38
IT assets supported: 5,000
Call tickets per day: 240
Operating environment:
Windows® 2000 server on
Oracle 9i

HEAT features used:

- Call Logging
- Business Process Automation Module
- Auto Ticket Generator
- Alert Monitor
- Reporting

Toronto Airport Meets ITIL Standards and Takes Support Levels, Change Management to New Heights with HEAT®

CUSTOMER PROFILE

The Greater Toronto Airports Authority (GTAA), formed in 1993, is a nonprofit corporation responsible for ensuring that the greater Toronto's regional system of airports meets current and future air service needs. Since 1996, GTAA has managed, operated and maintained Toronto Pearson International Airport, Canada's largest and busiest airport. The airport handles nearly 26 million passengers annually, 1,200 daily arrivals and departures, and 383,000 aircraft movements among 65 airlines each year. In the spring of 2004, Pearson will open Terminal One, a new four-million square foot facility that has already put the airport on the map for innovation. Unlike most airports, which require individual airlines to set up their own IT infrastructure, Pearson provides a flexible, built-in IT framework, enabling airlines to get off the ground at Pearson in six weeks instead of the typical six months.

BUSINESS NEED

With strict scheduling demands and all activities tightly interdependent, airport environments are unlike any other. Any IT glitches at gates, check-in or baggage services can delay flights, which leads to a build-up of planes and passengers at the airport, which can eventually stall air travel at airports connecting to Pearson.

"With just 5-10 minutes of downtime in one area, you've got a snowball effect across

the entire airport," explained Todd Sharrard, manager of client services at GTAA. "With Pearson being such a large airport and a hub, if you don't react quickly enough, there will be downstream effects at other airports."

"By centralizing the change management database within HEAT, we can coordinate change more effectively. Ultimately this leads to a better utilization of staff time and company resources, which means less down time and which keeps customers happy."

— Todd Sharrard, Manager of Client Services,
Greater Toronto Airports Authority

To keep all activities running smoothly from takeoff to landing, the Service Desk at GTAA oversees IT support for GTAA employees, as well as all external individuals employed by airlines and other airport service providers. With the construction and provisioning of services for Terminal One and the new model of providing all IT infrastructure to airlines,



Business Benefits Realized with HEAT Service & Support

- GTAA centralized its once-distributed Service Desk operations. All issues come into one location, where they are closely tracked to resolution with HEAT.
- A customized change management module was instrumental during construction of a major new terminal by managing all requests for IT changes and addressing any possible impacts of those changes – helping GTAA meet ITIL standards for change management.
- Automation with a powerful rules engine ensures no issues are left unaddressed for too long and that the Service Desk and outside vendors meet SLAs.

the Service Desk took on an expanded role. Additionally, GTAA has a new emphasis on effective incident and change management as defined by the Information Technology Infrastructure Library (ITIL). With these increasing demands, the airport needed a centralized way to track all IT incidents and requests for change to ensure nonstop service to its customers and uninterrupted progress on the new terminal.

HEAT SERVICE MANAGEMENT SOLUTION

In 2001, GTAA chose HEAT Service & Support from FrontRange Solutions to log and track all IT-related incidents. Whereas before customers called various support groups directly, HEAT gave GTAA a centralized method of “catching and dispatching” all requests to either its own first and second level technicians or to external providers. That way, the Service Desk can ensure that every issue is addressed and resolved in a timely manner. Moreover, the software’s ease of customization and use save GTAA time and costs in customizing and maintaining its system according to the airport’s ongoing needs.

“With HEAT, we have a central repository for all incidents and change requests,” Sharrard said. “I have a clear snapshot of all support activities that are taking place at the airport, whether they are delivered internally or by an outside vendor.”

A HIGH-LEVEL VIEW OF CHANGE

GTAA implemented HEAT with the help of Toronto-based Avante Solutions, a FrontRange Solutions partner. Facing the new terminal project, the airport also called upon Avante to create a change management module, to be integrated with HEAT, to streamline the management of all IT changes and provisioning requests, and address their impacts.

With one location for all incidents and change requests, GTAA has created the workflows and protocols needed to be well on its way to ITIL compliance for change and incident management. In fact, the organization has achieved nearly all of the ITIL standards for change management.

Avante built two primary detail screens, one for request for change (RFC) and the other for impact assessment (IA), which go hand in hand. When someone submits a request for an IT change, they fill out call log and detail screens and submit them to their manager. From there, the request goes through a specific workflow, where the manager determines other areas the change might impact. If the change seems self-contained, or only impacts one area, the manager either approves it or not. If it will affect other areas of the airport, the manager refers the issue to the Change Advisory Board for review.

HEAT and the change management module follow these requests and impact assessments through to completion, ensuring that every request and all potential ramifications of change are recorded and followed.

Through the process of building the change management module, Avante impressed Sharrard with their knowledge and the quality of their work. “They listened closely to and met our requirements. Having a vendor that really knows HEAT inside and out reduced the time and costs to build and develop the module,” he said.

Such comprehensive tracking of changes gives the IT department a high-level view of planned changes and their impact. Anyone in IT can pull a Forward Schedule of Change report, a custom HEAT report Avante built



using Crystal Reports. It shows all scheduled RFC activity for a given period of time so requesters and managers can determine whether it's advisable to make changes during that time.

Rules, Escalation Ensure On-Time Resolution
HEAT also offers a number of built-in tools that support GTAA's pursuit of ITIL-compliant incident management. When a call comes in, first-level technicians create call tickets and then assign them to queue managers, who in turn assign them to specific technicians for resolution. HEAT notifies everyone via Alert Monitor with messages that pop up on technicians' computer screens. As a result, technicians are immediately aware of all issues, accelerating resolution times.

The Business Process Automation Module (BPAM), or business rules engine, monitors the time it takes to complete assignments, which helps the Service Desk and outside vendors meet tight service-level agreements (SLAs). BPAM keeps everyone in the loop with alerts and escalation to managers if technicians don't resolve tickets in a specific period of time.

With HEAT Plus Knowledge, an add-on knowledge base to HEAT, GTAA stores Service Desk Support Templates that various areas of the airport provide to the Service Desk. The templates detail the exact level and type of support departments need, giving technicians a quick reference.

SUMMARY

With comprehensive incident and change management capabilities, HEAT, Avante Solutions and the change management module have allowed GTAA to take much of the turbulence out of IT change and incidents. HEAT centralizes all activities, giving the Service Desk a big-picture view – where change is taking place, trends in calls and problems, and how to shift resolution responsibilities.

"By centralizing the change management database within HEAT, we can coordinate change more effectively," Sharrard said. "Ultimately this leads to a better utilization of staff time and company resources, which means less down time and which keeps customers happy."

As a result, customer complaints have decreased while positive comments have taken off. Using HEAT business rules, the Service Desk will soon automatically send satisfaction surveys to customers upon closure of tickets to give the department a window seat view into its performance. Most importantly, HEAT helps keep the airport's IT infrastructure – and all that depends on it – humming like a well-oiled machine.