



InvGate  
Service Management

&



**farmacity**



Case Study

Pharmaceutical

# How retailer Farmacity reduced the number of agents by 30% during its exponential growth with Service Management



+7000  
Employees



250  
Agents



+65  
Help Desks



10  
Areas

In partnership with



# About Farmacity

**Farmacity** is one of the major retail chains in Argentina with a business model that combines pharma and convenience stores. Since its foundation in 1997, it has consolidated its position as the largest employer of pharmaceutical professionals in the country. With more than 300 stores and two distribution centers, it currently employs more than 7,000 people and works with over 70 SMEs to develop its own products.

## Challenge

Farmacity is one of the main retail players in Argentina with more than 7000 employees across its stores, headquarters, and distribution centers. Due to the complexity of its operation, the service areas carry out multiple processes for project management, incident resolution, asset management, and change implementation.

While Farmacity counted with a self-developed ticketing tool, it was only accessible to its agents and only to the IT area. Users continued to channel their requests through email and phone calls. This situation presented different issues: high volume of requests, multiple service management modalities across areas, and lack of metrics.

## Exponential growth

With the adoption of InvGate Service Management, Farmacity was able to resolve the bottlenecks that hindered the scaling of operations and managed to increase its

efficiency in request processing. To implement Service Management, Farmacity selected the infrastructure and tech consulting firm Expertice, which continues to accompany them, providing security and support at every step.

**From 2013 -when Service Management was first implemented- to 2017, Farmacity multiplied its agent base by 2.6x, and it's currently reaching 250.**

In this first stage, Farmacity migrated its ITSM systems from an on-premise installation to the cloud, reducing the number of resources required for maintenance and updates.

As the company grew and expanded, Farmacity needed to face the increasing complexity of its operations. The area of organizational agility implemented a strategy of Enterprise Service Management (ESM) to guarantee uniform service delivery, streamline communication between teams and ensure rapid incident resolution.

In this context, Service Management's flexibility was crucial for scaling operations and efficiently adding new areas, stores, and employees.

## Enterprise Service Management and Digital Transformation

The implementation of its ESM strategy brought along better knowledge management and a remarkable improvement in interdepartmental work. A clear example is the onboarding process for a new employee, where Human Capital, IT and Purchasing are involved, and where different stages of approvals, tasks, and notifications are followed, each with its own service level requirements.

To carry out its digital transformation process, Farmacity implemented Service Management for change management with biweekly updates.

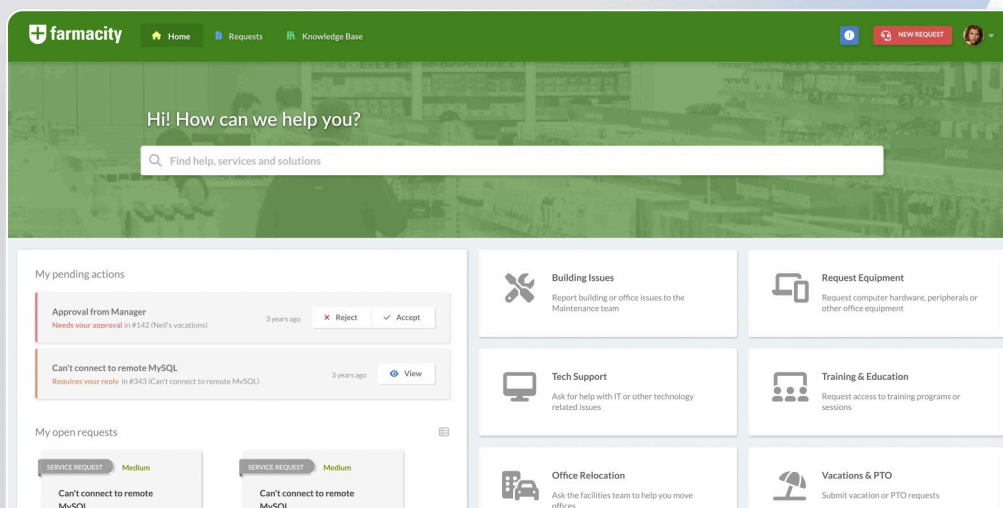
In 2021, the Farmacity team completely

their organizational agility strategy. They went from working by levels -level 1 as help desk, level 2 for production, and level 3 for development- to working with 7 Experience Teams focused on products by customer type and 8 Efficiency Teams that provide cross support to the experience teams. This restructuring was implemented through Service Management to reflect Farmacity new way of working.

## Results

At the beginning of 2022, they already had 250 agents and centralized 65 help desks from 10 different areas in Service Management. The onboarding of new areas was carried out progressively, instilling a ticket culture in the organization and processing more than 15,000 requests per month.

As a result of the decrease in the number of email and phone calls, Farmacity achieved a 30% saving in the number of agents needed to manage internal services.





## Keys of Success

### + ✨ **Transparency throughout the ticket lifecycle:**

Tracking the lifecycle of a request, and committed service levels (SLAs) for each step.

### + ✨ **Service customization:**

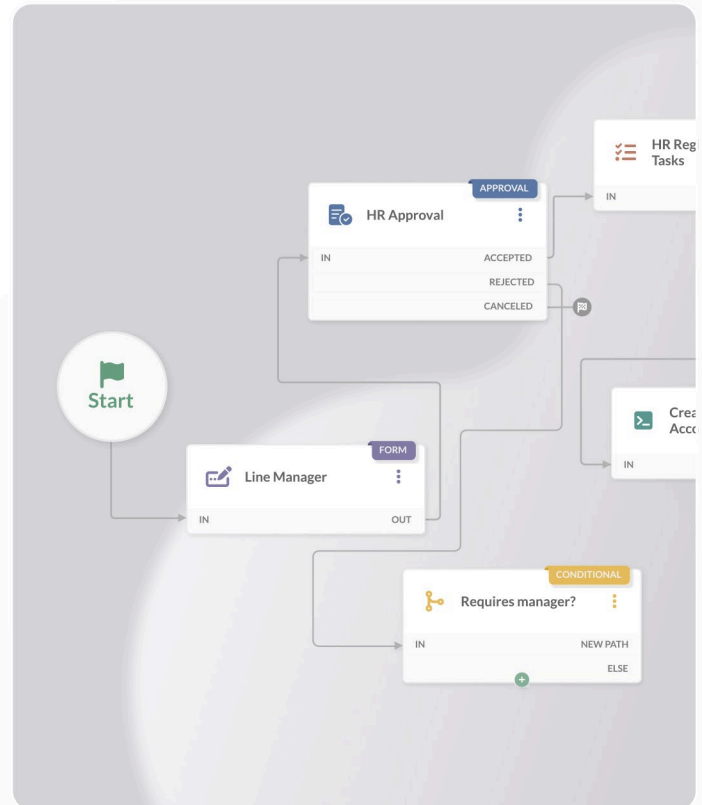
Access segmentation to the service catalog and knowledge base, and permissions by users, agents, and helpdesks.

### + ✨ **Centralizing all help desks in a single tool:**

Simplifying operations and improving service delivery in a consistent manner.

### + ✨ **Access to KPIs:**

Gaining greater visibility, improving service management, and scaling operations by optimizing resources.



### + ✨ **Outstanding partner support:**

Expertise was the partner of choice for Farmacity, who was instrumental in the successful implementation and evolution of Service Management.



**"At Farmacity we are transforming the way we work to become more agile. InvGate Service Management is accompanying us in this transformation process, helping us to implement changes in a way that is practically transparent to the entire organization."**

Marcos Aste  
Level One Support Efficiency Leader in Digital Domain