



Making Support the Competitive Differentiator: Creating Enterprise Value

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Where it all comes together:



Our Goal:

Inspire you to transform your
company and your career.

Agenda

- + Introduction
- + Our Vision of the Future
- + HDI Support Maturity Model Overview
- + Process
- + Product Direction
- + Enterprise Structure
- + Support Team
- + Support Executive
- + Conclusion
- + Q&A

Questions:

- + How will product direction be determined and how will products change?
- + How will the future enterprise be structured to take advantage of strategic support?
- + What new skills will Support people need to learn?
- + How will support organizations use metrics?
- + How will the career path of a support manager change?
- + How do add “fixing product” to “fixing customer” as a focus?

VeriSign: Intelligent Infrastructure for the 21st Century atg[®]

- + VeriSign operates intelligent infrastructure services that enable enterprises and individuals to find, connect, secure, and transact across today's complex global networks.

19th Century



Railroads: Telegraph

20th Century



Air Traffic: ATC
Utilities: SCADA
Telecom: SS7
Internet: DNS

21st Century



Digital Infrastructure:
21st Century Intelligence

VeriSign Facts

+ Founded 1995, Public in 1998

+Nasdaq: VRSN

+ Headquartered in Mountain View, CA

+ 2004 Revenue- \$1.17 B

+ 3,000 Employees



+ On the Internet

- Operate critical DNS infrastructure that enables >14B interactions/day
- Secure information assets for >400,000 websites and 1,000 large enterprises
- Support >30% of North American e-commerce

+ On the Voice Networks

- Operate world's largest independent SS7 network, >3B SS7 signals/day
- Over 1,000 carriers Interconnect
- Intelligent database services for >400 million calls/day
- Over 3 M mobile-content interactions (games, ringtones, graphics) for millions of subscribers

Manage Entire Customer Interaction Experience

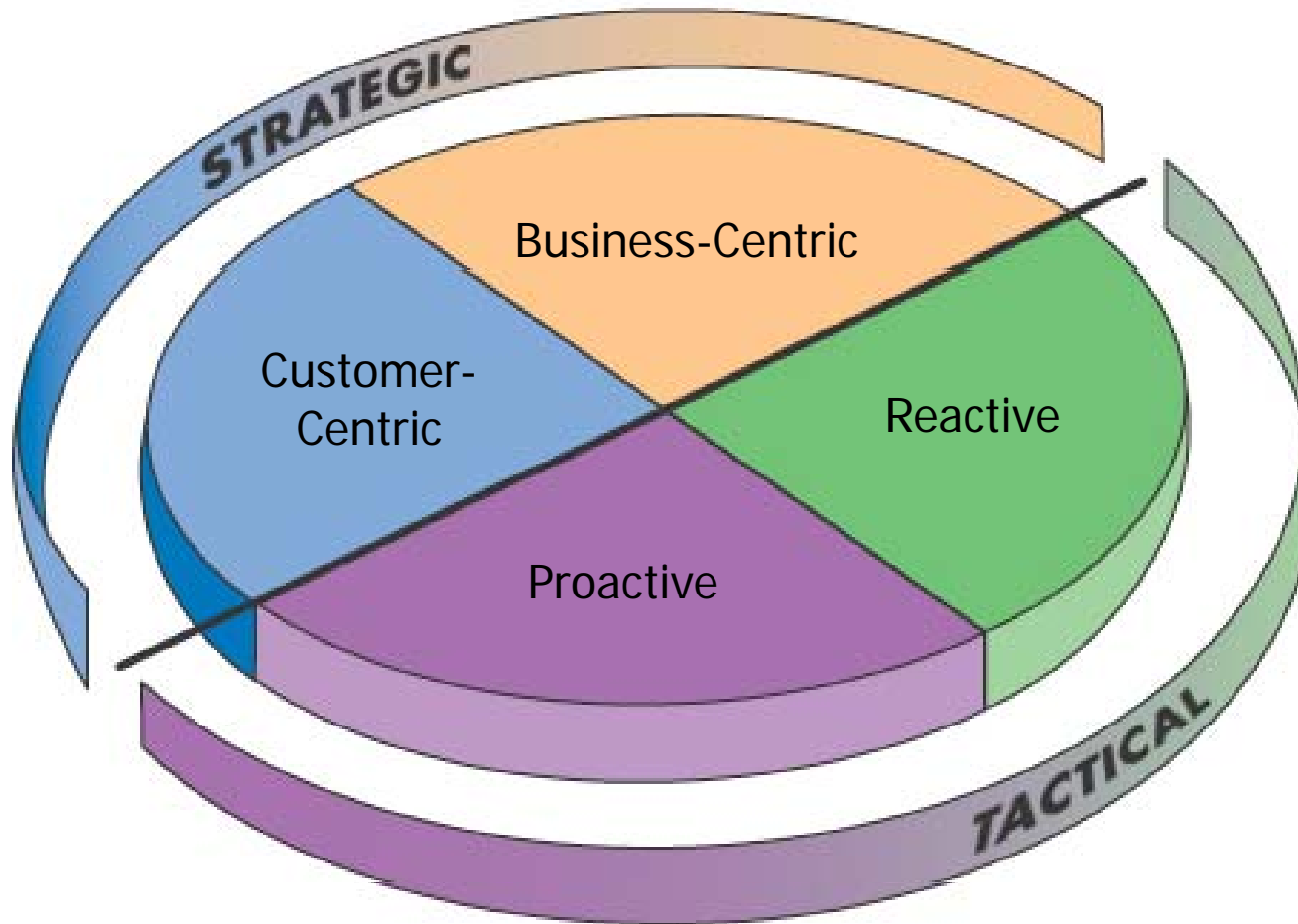
- ✓ Assisted Service
- ✓ Self-Service
- ✓ Knowledge Management
- ✓ Natural Language Processing
- ✓ Split A/B Testing
- ✓ Campaign Management
- ✓ Contextual Advertising
- ✓ Analytics
- ✓ Content Administration
- ✓ Shopping Cart
- ✓ Guided Selling
- ✓ Personalization
- ✓ Portal
- ✓ Catalog

+ eService	+ eMarketing	+ eCommerce
+ Electronic Communication		
+ Workflow Platform		

ATG Facts

- + Founded in 1991; public since 1999
 - (NASDAQ: ARTG)
- + Headquartered in Cambridge, MA
- + 400 employees
- + Extraordinary customer base: 700+ active customers
- + 2005 revenue guidance \$100 mil
- + Industry leader in enabling companies to create exceptional online customer experiences

Support Model Evolution



VPS Support and Product Lifecycle



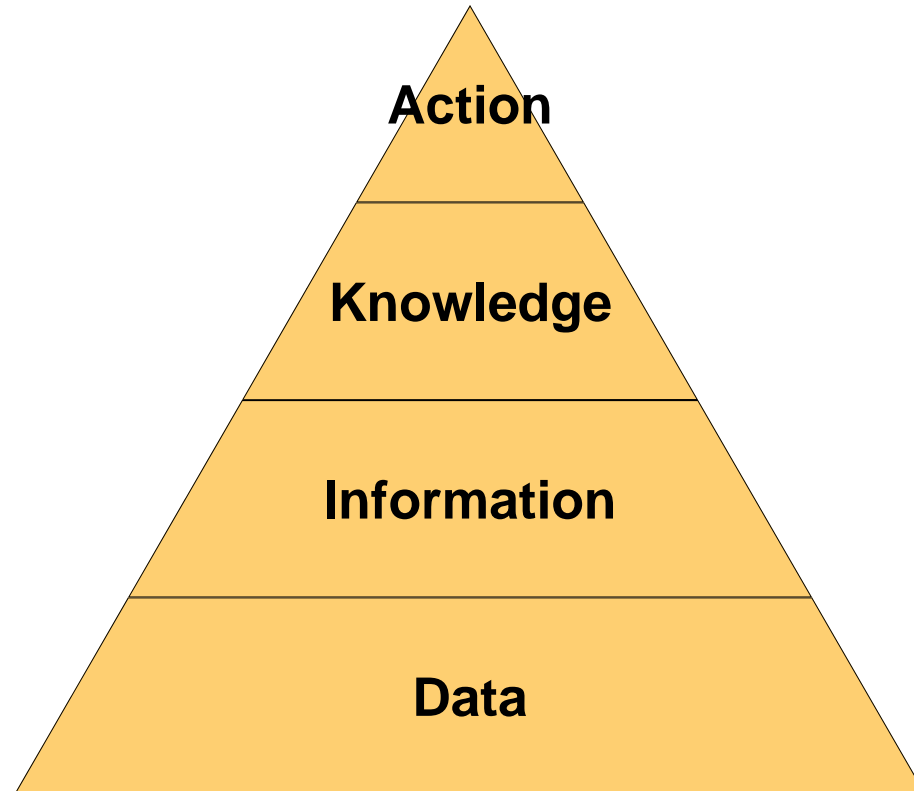
- + VPS Engineering:
 - Hosted application (ASP) + SDK
 - 3-4 releases a year
 - Roadmap approved for the year in the previous fall

- + VPS Support Participation:
 - MRD review and signoff
 - Strategic Planning
 - Satisfaction Survey analysis
 - Knowledge Base solution reuse analysis
 - Support case analysis
 - Present top TS Requests, get on the roadmap
 - Ongoing Planning
 - Participate in cross-functional meetings
 - Present Top Ten/Top 25 call dissatisfiers
 - Drive resolution
 - UAT

Process

- * + Analyze Primus reports, identify top customer issues
- + Analyze survey results and comments
- + Analyze expenses per top solutions
- + Qualify and quantify business impact
- + Provide top feature request with impact analysis
- + Present at strategic planning session, obtain commitment to place on the roadmap
- + Monitor throughout the year
- + Report: weekly or monthly, include service metrics and customer data
- + Enlist the whole team, solicit input and review outcome of the planning meetings
- + UAT

Hierarchy of organizational knowledge



Evolution of Support Reporting



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Reactive <ul style="list-style-type: none">Calls receivedCalls per repASAAbandon rate	Proactive <ul style="list-style-type: none">Management escalationsWIPBacklogTime to resolveTime to relief
Customer-centric <ul style="list-style-type: none">Customer satisfactionCustomer retentionUpsell rate	Business-centric <ul style="list-style-type: none">% of support cost vs revenueProfitability per customerCost per top KB solutionCustomer intelligenceMarket intelligence

Reactive Reporting

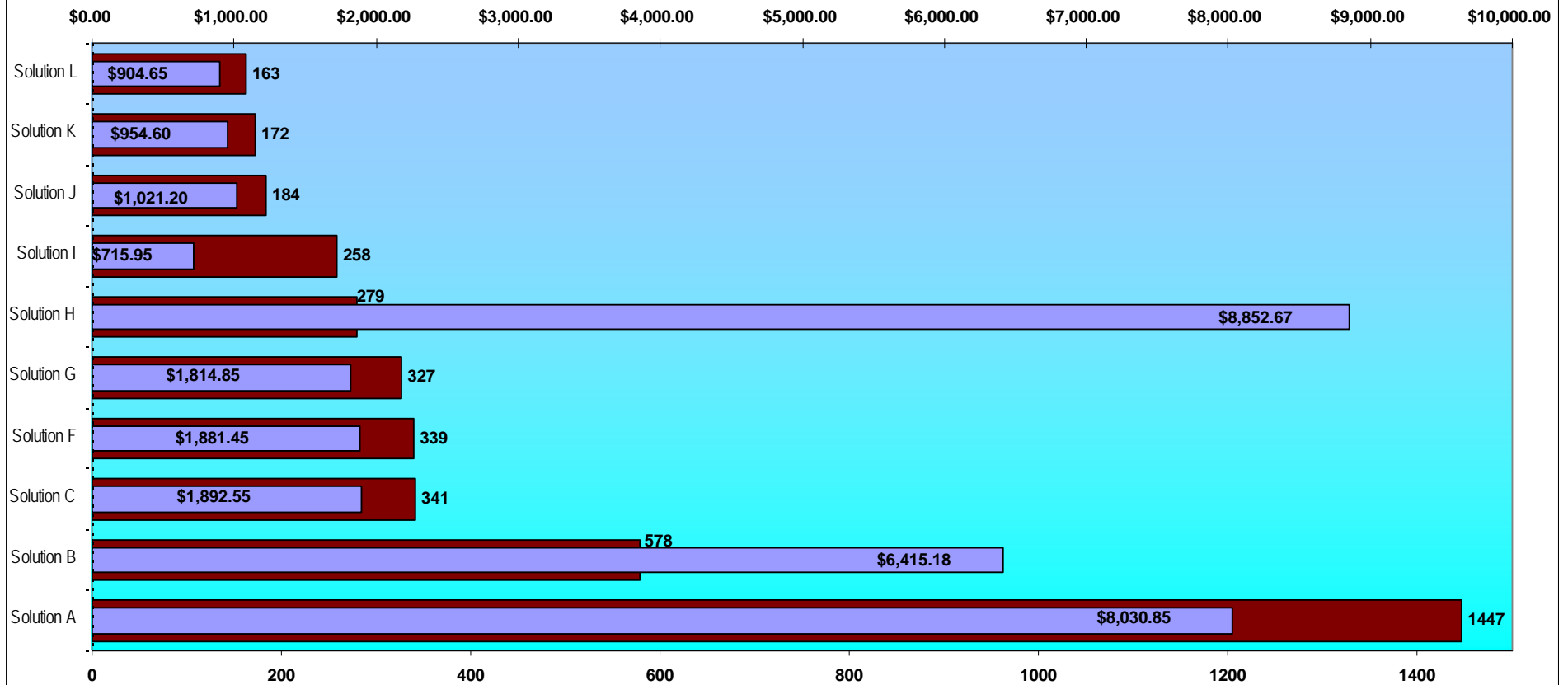


Metric	Goal	10/09/04	10/16/04	10/23/04	10/30/04	Trends: 6 Months
Total calls received		1000	1500	1200	1800	2300
Total outbound calls		100	120	100	120	120
Average time to answer	2 min	1:20	1:30	1:30	2:00	1:50
Percent answered under 2 min	80%	80%	80%	80%	80%	80%
Abandon ratio	4%	2%	2%	2%	2%	2%
ACD		4:00	5:00	5:00	5:00	5:00
ACW		2:00	2:00	2:00	2:00	3:00
Time to Abandon		1:15	1:15	1:15	1:30	1:15
Emails handled		1000	2000	1000	1000	2000
Percent answered in 24 hrs	100	90%	90%	90%	100%	85%
Management Escalations		13	15	17	16	18

Business-Centric Reporting



Top 10 Linked Solutions



Product Direction



<p>Reactive</p> <ul style="list-style-type: none">“Loudest” customers’ bug fixes included in releasesNo real way to prioritize features and functionality	<p>Proactive</p> <ul style="list-style-type: none">Product focusedPrioritized bug fixesFeatures driven by root cause analysis from knowledge baseRelease notes driven from knowledge base
<p>Customer-centric</p> <ul style="list-style-type: none">Enhancements as well as bugs are tracked and prioritizedKnowledge use is driven across the product development life cycleCustomers as designersKnowledge of customer’s configurationRelease notes/customer assistance driven from customer configuration	<p>Business-centric</p> <ul style="list-style-type: none">Support focus is on use case, rather than incidentUnderstanding of customer’s businessUnderstanding of customer’s future business needs



Customer-centric Enhancement Request Process



- + Customers search for solutions without having to consider whether what they need is a bug or an enhancement
- + Customers can also submit enhancements separately
- + Enhancements become a part of the overall knowledge base
- + Workflow is driven through product management

(1 - 10)

Next



Allow Active Directory authentication to be used to bypass eServer login

Include a method that allows for Active Directory users to be Seamlessly imported into eServerAdmin



Provide the ability to override the "g_bSendSecuredStatements" setting in the options.inc file when sending a solution via e

(No resolution available yet)



Spell checking must be performed before the solution can be saved. Press 'OK' to run a Spell Check or 'Cancel' to cancel the s

The behavior is the result of the Spell Check Java Applet and how it functions. PR17696 has been created to address the behavior in a future release.



Ability to updated push folders dynamically

We would like to have folders be updated dynamically. This would be ideal for situations when new viruses occur. If a Virus folder has been pushed to a team of teir one great ...

Customer-centric Release Notes



- + Call tracking system, Knowledge base system and bug tracking system all cross reference each other allowing Release Notes to be automatically generated

PR18897 iView Incident 130433: Takes too long to delete a solution.
<http://esupport.primus.com/solutions?id=primus26314>

PR19179 iView Incident 127456: Unlinking solution and trying to open it in Linked Solutions causes error.
<http://esupport.primus.com/solutions?id=primus25725>

PR13511 iView Incident 87318: French keyboard Alt+Gr does now works properly.
<http://esupport.primus.com/solutions?id=primus18747>

Business-centric scenario

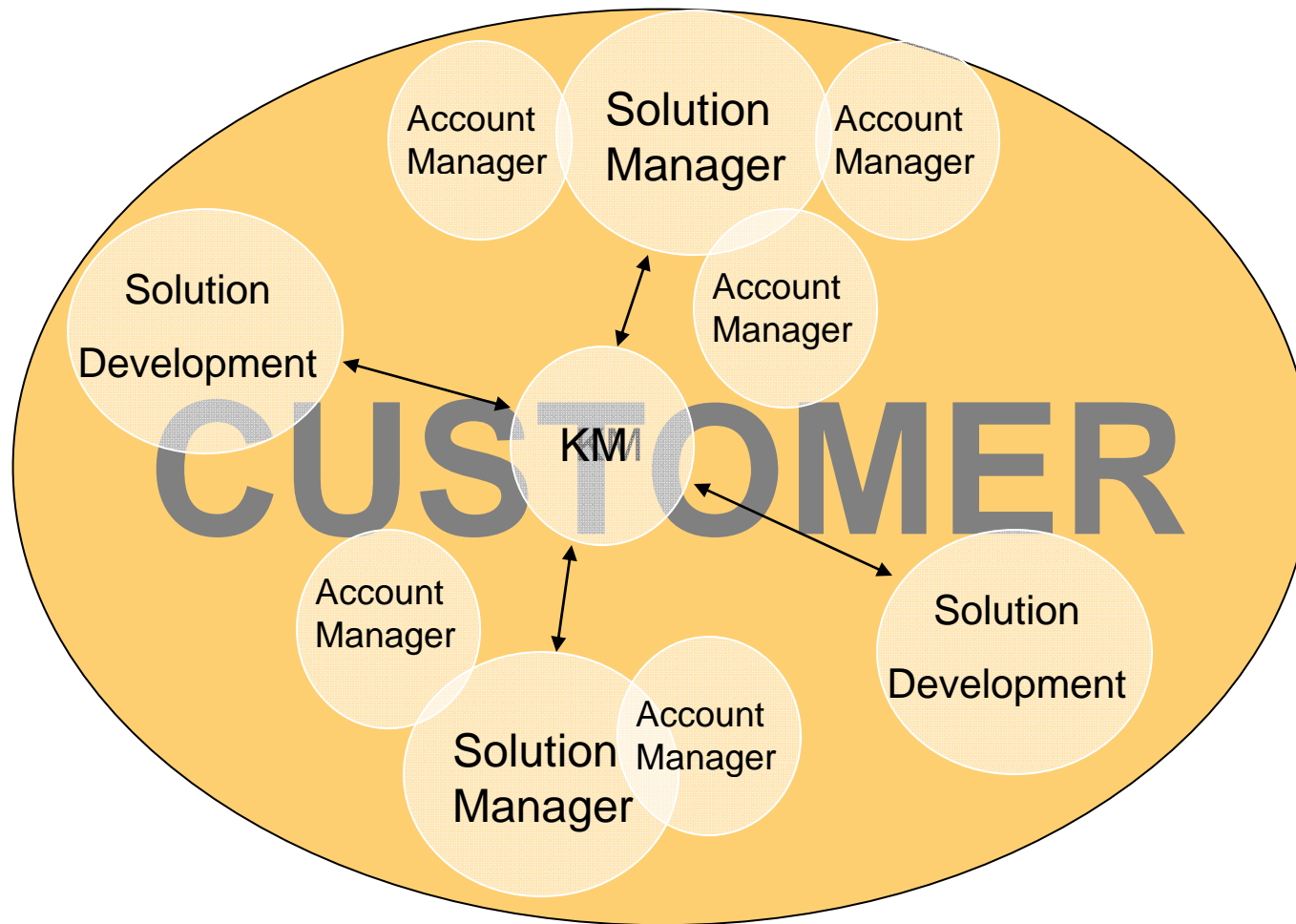
- + **Customer** logs into self service site
- + She updates her system environment profile automatically
- + She is presented with a **'use case'** history, which provides a set of solution content associated with each former project she has completed. She is also presented with potential use cases to choose from, based on her history and best practice for delivering value through the product.
- + She chooses “upgrade database”
- + Based on her profile, the system knows she is on Oracle 8.1.7. She makes a change to show they are upgrading to Oracle 11.
- + She is presented with a set of content related to this project – known issues, troubleshooting tips, conflicts with the version of SAP she runs, documentation excerpts, etc....
- + **Customer** uses this information and performs the upgrade.
- + During the upgrade, she runs into a problem. The problem continues the **build out of the use case**.
- + She logs back into the site and **escalates the use case** to her Account Manager

Evolving Enterprise Structure



<p>Reactive</p> <p>Support on the fringes Customer outside</p>	<p>Proactive</p> <p>Support on the fringes Beginnings of cross functional collaboration</p>
<p>Customer-centric</p> <p>Customer in the middle Cross-functional collaboration focused on solving customer's current business needs</p>	<p>Business-centric</p> <p>Business processes driven around meeting customer's future needs. Support driving innovation in the enterprise.</p>

A New Vision of Enterprise Structure



Support Engineer Skill Set



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<p>Reactive</p> <ul style="list-style-type: none">General skillsTransactional in natureIndividual owns knowledge“Hoarding” knowledge to protect value	<p>Proactive</p> <ul style="list-style-type: none">Subject matter expertiseKnowledge workerTeam shares knowledge about issuesCustomer notifications/alerts
<p>Customer-centric</p> <ul style="list-style-type: none">Subject matter expertiseCustomer environment expertiseTeam shares knowledge about issues and customersKnowledge is shared with customersCustomer self-service through KB	<p>Business-centric</p> <ul style="list-style-type: none">Subject matter expertiseCustomer environment expertiseBusiness issues expertiseKnowledge about business issues shared within enterpriseMarket and customer intelligence is shared across enterprise

New Management Skills



- + Industry expertise
- + Financial analysis
- + Business case analysis
- + ROI analysis
- + Presentation skills
- + Communication across multiple teams

Career Path of Support Manager

- + Support Manager's role is evolving from being a "traffic controller" managing team staffing and schedules into a key contributor to product strategic planning
- + The Manager is empowered by in-depth customer knowledge gained from daily interactions with the team and the analysis of the knowledge interactions
- + Uses transactions as a window into business value

Support Executive



<p>Reactive</p> <ul style="list-style-type: none">Focus is on silo cost containmentManages transactions	<p>Proactive</p> <ul style="list-style-type: none">Focus is on silo revenue enhancementAnticipating support demandBuilding support requirements into product
<p>Customer-centric</p> <ul style="list-style-type: none">Focus is on Customer Satisfaction metricsFocus on specific customer requestsManages relationships	<p>Business-centric</p> <ul style="list-style-type: none">Focus is on strategy – value creation and delivery for the enterprise through value creation for customerKnows how to extend customer relationships into the business“Skates to where the money is going to be”Manages relationship value



Relationship + Product = Value

- **Embody your company's core competency**
 - Improve operational efficiency beyond the support organization
 - Market service capabilities as revenue drivers
- **Extend customer relationships into value relationships**

Support Executive

You are uniquely qualified to lead the enterprise

A support executive who is focused on transactions will never be a c-level executive

- Move from transaction management to strategy-based management
- Work on specific skills – story weaving, prioritization, decision making

Take Aways

- + Meet your customers' unarticulated future needs: "Skate to where the money will be"
- + 'Use case' escalation vs 'support incident' escalation.
- + Value creation, delivery and capture is at the heart of strategy

Bibliography

- + **The Support Economy: Why Corporations Are Failing Individuals and The Next Episode of Capitalism.** Shoshana Zuboff, James Maxim. Viking Books (October 1, 2002)
- + **Skate to Where the Money Will Be.** Clayton M. Christensen, Michael E. Raynor, Matthew C. Verlinden. Harvard Business Review, November 1, 2001
- + **The Innovator's Solution: Creating and Sustaining Successful Growth.** Clayton M. Christensen, Michael E. Raynor. Harvard Business School Press, September, 2003
- + **Angel Customers and Demon Customers: Discover Which is Which and Turbo-Charge Your Stock.** Larry Selden and Geoffrey Colvin. Portfolio, June 2003.

Wrap up

- * + Thank you for attending this session.
Please take a minute to complete the session feedback form.

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