



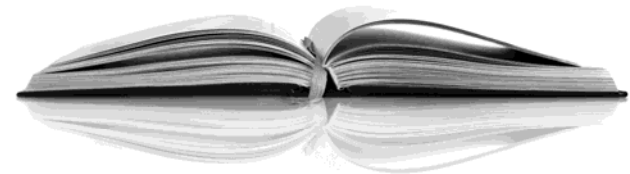
# Optimizing the Service Organization

Service Industry Conference  
October 25, 2012

MaryAlice Bastian  
Douglas Lumb

# Agenda

- Introduction
- Optimization Areas
  - Where am I going?
  - SET your Customer's expectations!
  - Right people, Right time?
  - Do I *really* need to do this?
  - Workforce Segmentation
  - Cultural Integration
  - Career Paths & Growth
- Conclusions
- Q&A

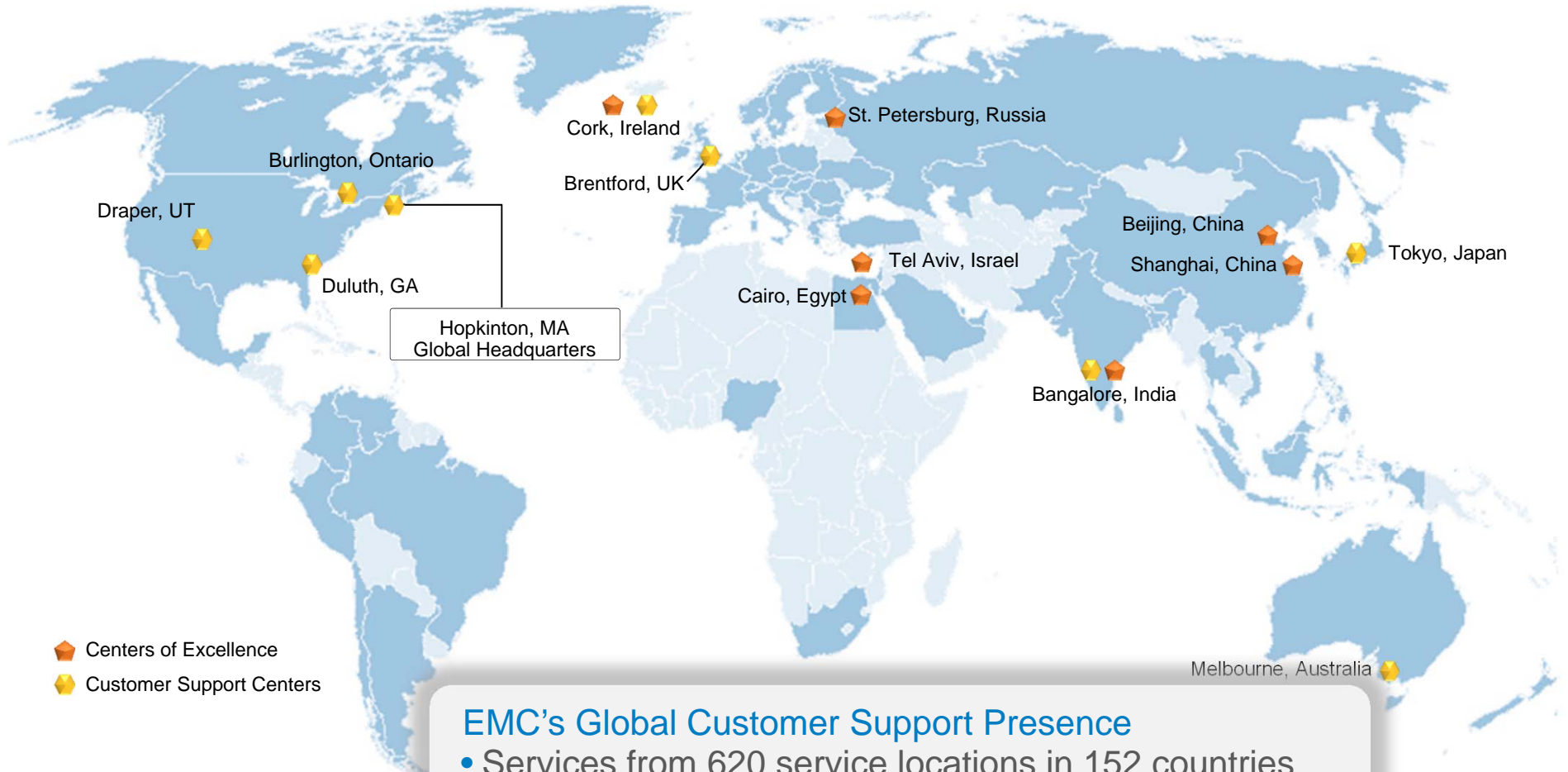




# EMC CUSTOMER SUPPORT SERVICES

Providing an industry-leading  
experience through service  
excellence and innovation

# EMC's Service Presence Around the World



📍 Centers of Excellence  
🏠 Customer Support Centers

**EMC's Global Customer Support Presence**

- Services from 620 service locations in 152 countries
- Direct EMC service presence in more than 50 countries
- 7,000 technical support professionals
- Additional 8,000 EMC Global Services professionals

# Our organization

Remote Support Optimization is chartered with optimizing all aspects of EMC Customer Support. The organization drives workflow efficiency, leverages automation, affects change and assesses risk within Customer Support.

- Streamline workflows
- Propose and influence strategic change
- Global compliance and consistency
- Build sustainable, operational best practices
- Functionality enhancements for tools and infrastructure
- Operational implementation of optimization tools
- Custom tool development
- Risk Assessment and Management
- Data Analysis and Consulting Services



# Customer Support Technicians

## Global Support Call Center Operations

- 240 Staff:
  - Hopkinton, MA
  - Burlington, ON
  - Cairo, Egypt
  - Mainz, Germany (Partner)
  - Pune, India (Partner)
- Some of the things we do:
  - First-Line Customer Call Handling: 25,000/Month
  - Field to Remote Call Handling (Switchboard): 12,000/Month
  - Contract Entitlement, Software Licensing
  - Ticket Routing between Remote and Field Support teams



# Where am I heading?

Systems & Monitoring



# Build a Wish List

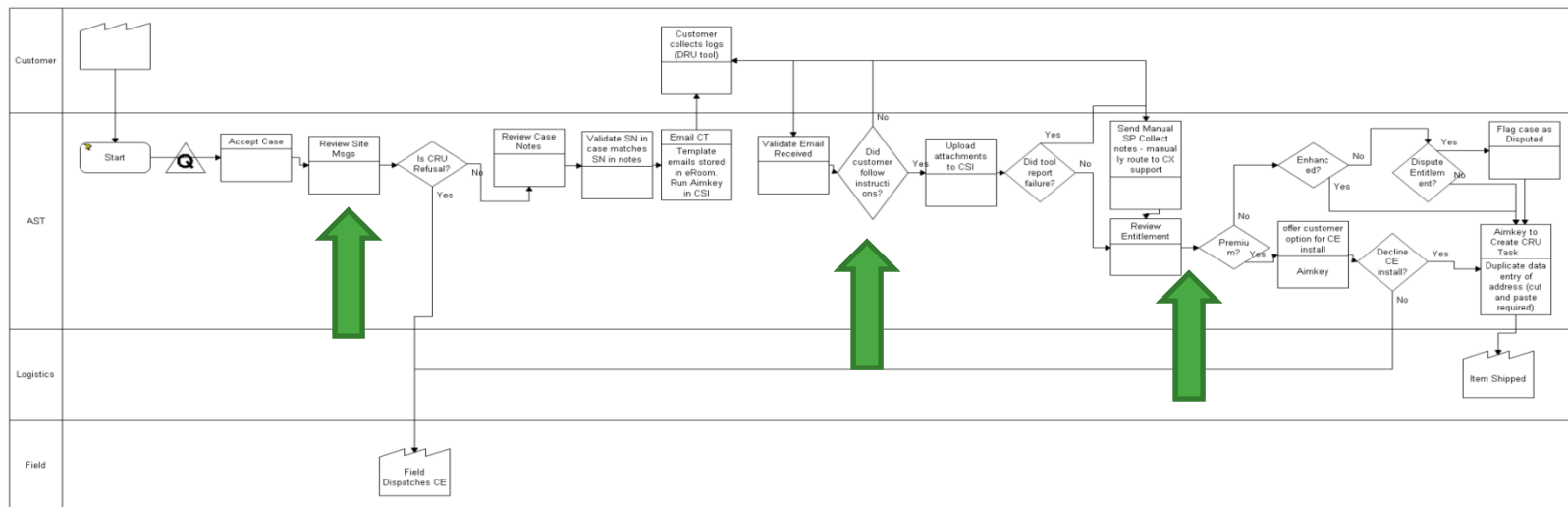
- For each process
  - Metrics
    - Volume
    - Wait Time in queue
    - Elapsed time (start to finish)
    - Working time (time logged by agent)
  - Filters
    - Geography & Product
    - Severity





# Process Mapping

- Find interesting things to measure



CST

CRU

T&M

Definitions

Print

Customer Location

Teams

Product

\* Worldwide

\* All Teams

\* All Products

Incoming Volume

Drill



Cases Worked



Time Logged (Min)



Cases Dispatched



CRU Tasks Created



# Where am I heading?

Systems & Monitoring



Find your direction, Keep on course

# SET your Customer's expectations!

## Effective Communication

- Focused, Structured Communication
  - Service Request Update Templates
    - SET (Summary, Evidence, Timetable)
    - Engineer-focused delivery method
      - Ease of use
      - Training
      - Communication
  - Six Sigma project
    - Establish baselines
    - Monitor for adoption, adherence
    - Show changes

**S**

-Provide latest synopsis of investigation  
-Could be in bullet format, technical summary  
-Provide status on new or answered questions

Summary

**E**

-Outline why this path was taken  
-Ensure log files are attached to SR

Evidence

**T**

-Action plan and ownership  
-Include appropriate contact details  
-Outline any commitments made to the customer

Timetable

Next Customer Contact: 6/27/2011 01:08 PM

Visibility:  Customer  Internal

EMC<sup>2</sup>  
where information lives®

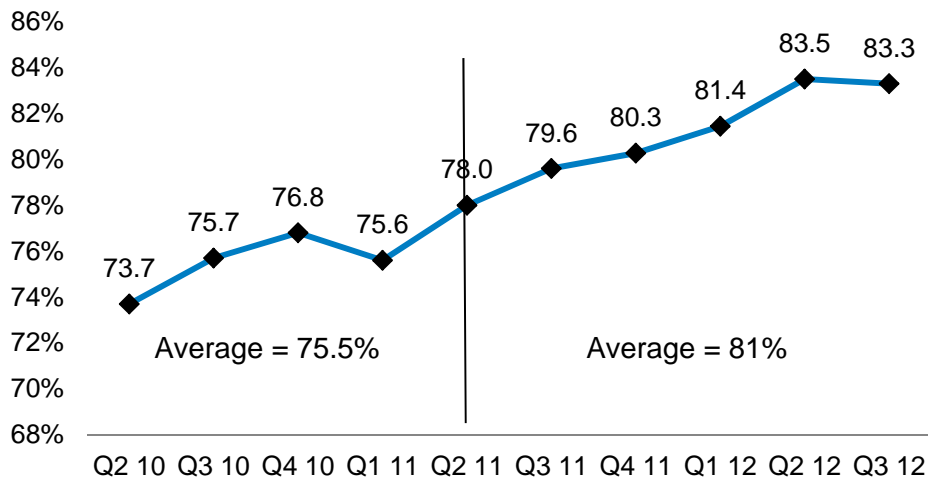
Submit

# Did it work?

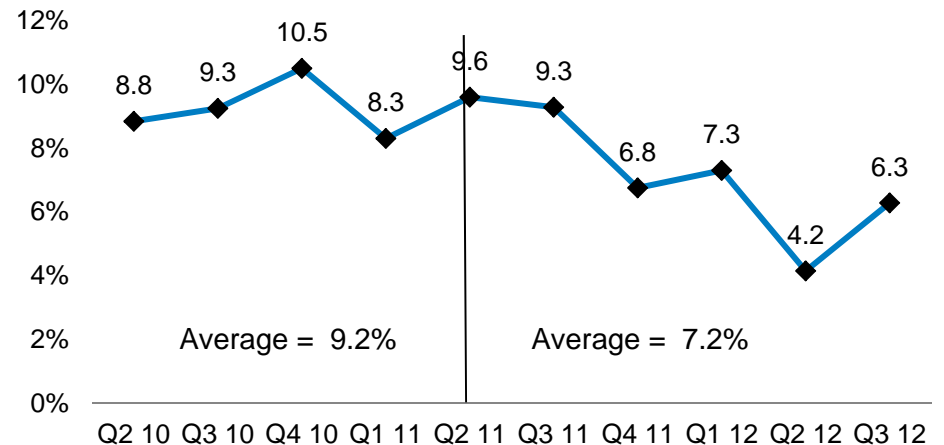
## SET Metrics - Customer & Employee Satisfaction

### Improvements

Engineer Communication Effectiveness



Poorly Written Communication



“The updates will be in proper understandable format so that the next engineers who will be picking the case or for customers who want to review the status of the SR.”  
– EMC Technical Support Engineer, India

# Right people, Right time?

Time of Day Staffing



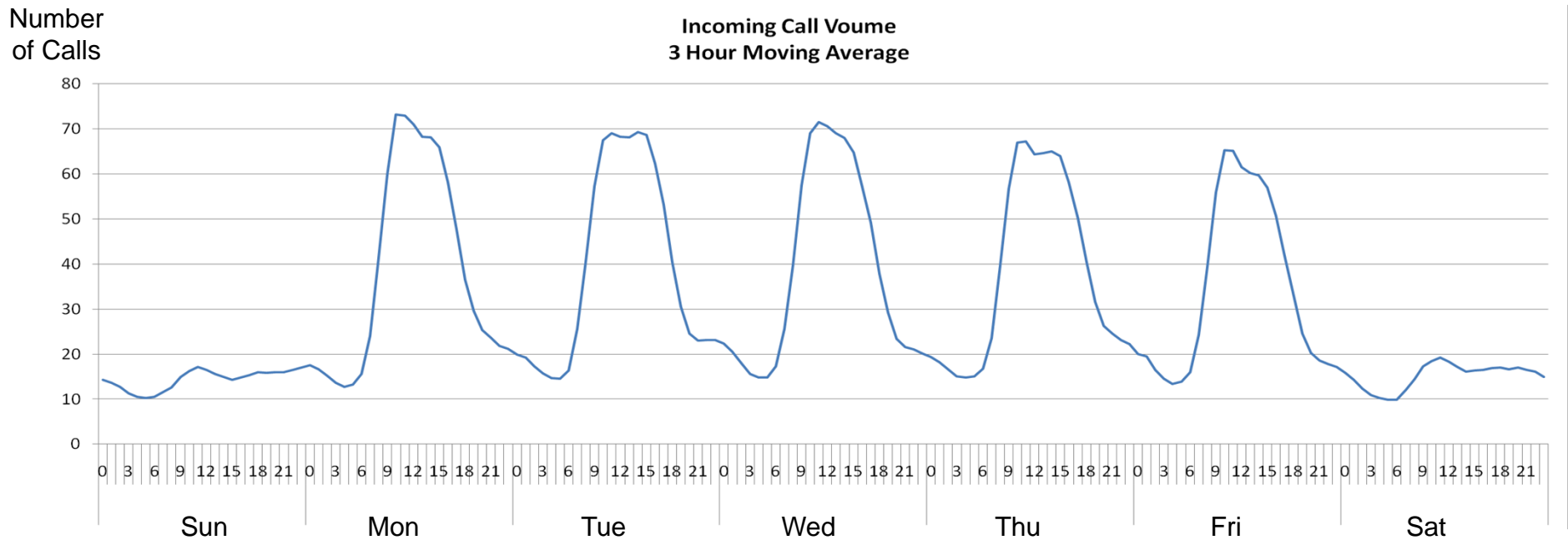
# Time of Day Staffing

- Phone-based transactions are special
- Change Drivers



# Volume

- Determine Historical Trending



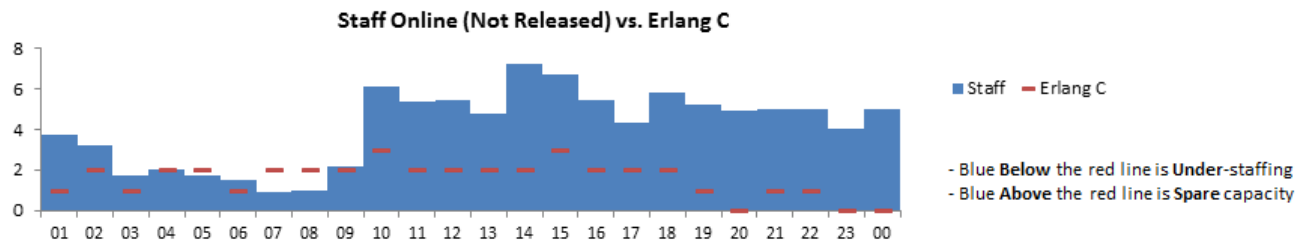
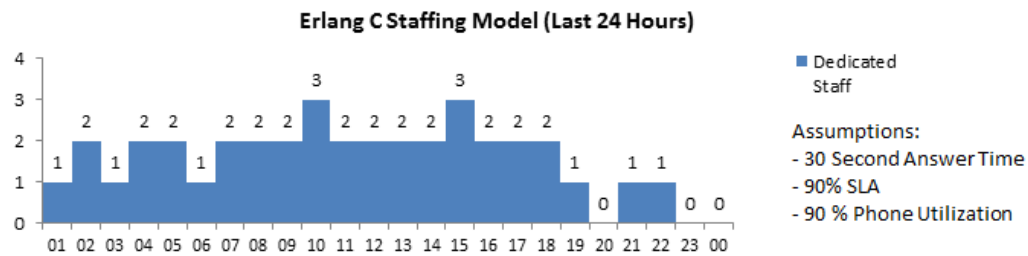
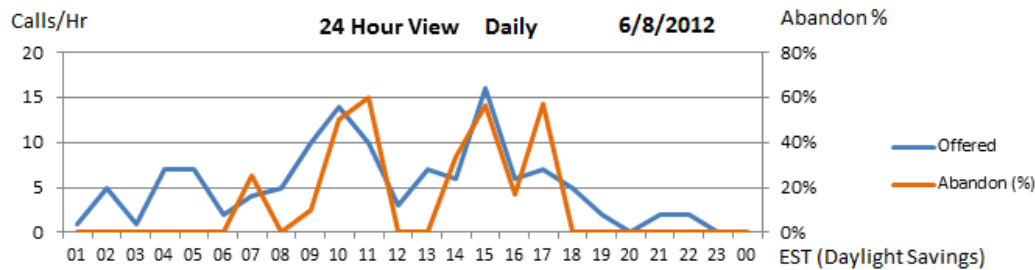


# Staffing

- Calculate Required staff
- Allocate Staff

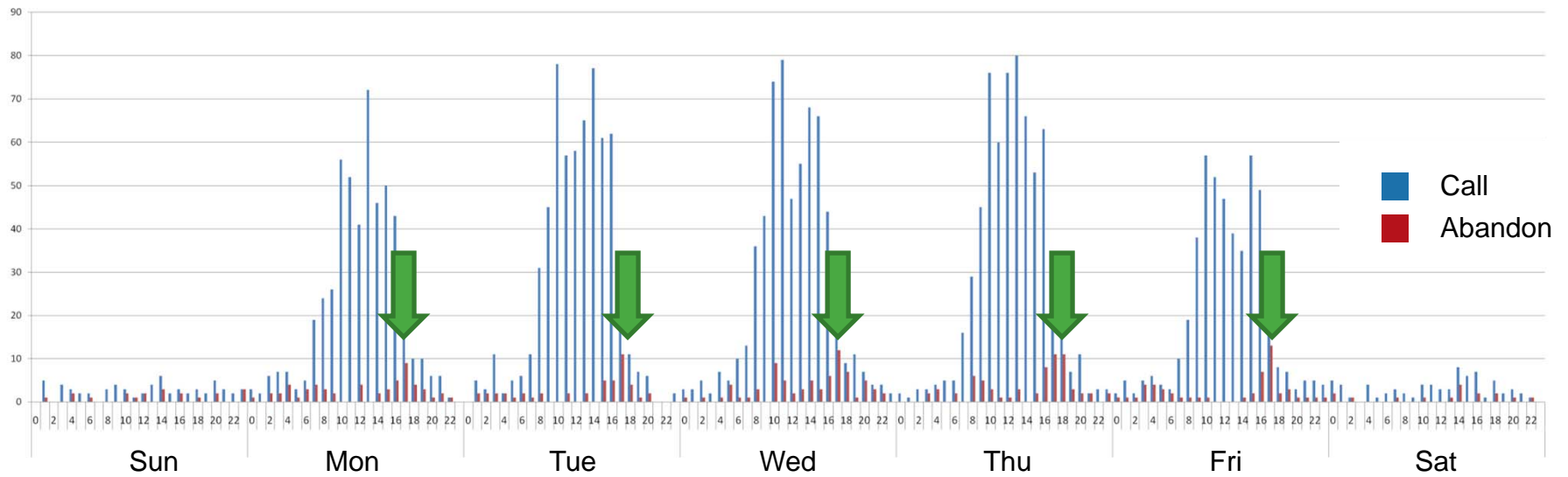
# Volume vs. Staffing – Regular Monitoring

- Daily Analysis



# Change Business Hours

Number of Calls



# Right people, Right time?

## Time of Day Staffing

- 2 Real-life examples
- Volume characteristics
- Change Drivers
- Trending
- Measure and Reassess

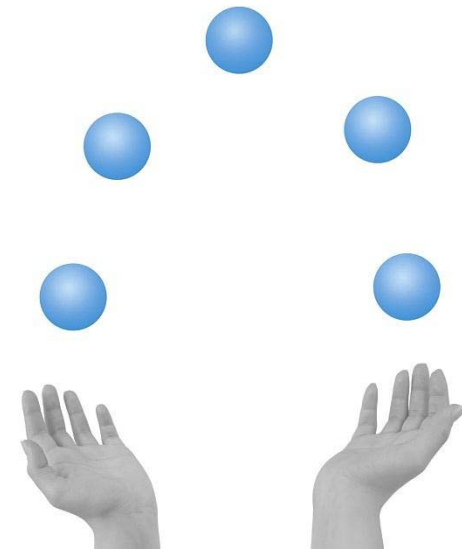


Goldilocks (Not too hot, not too cold)

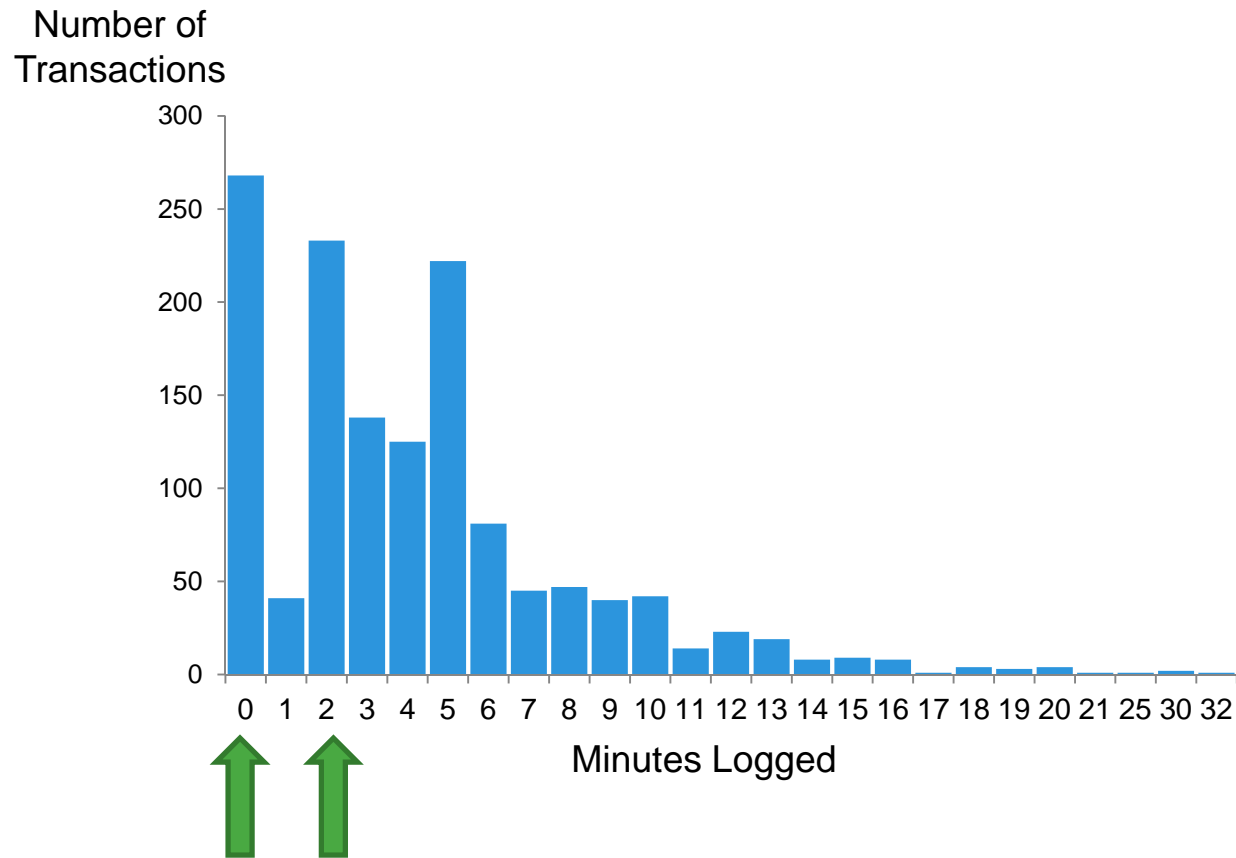
# Do we *really* need to do this?

Remove Non-Value Add Work

- 3 Real-Life Examples

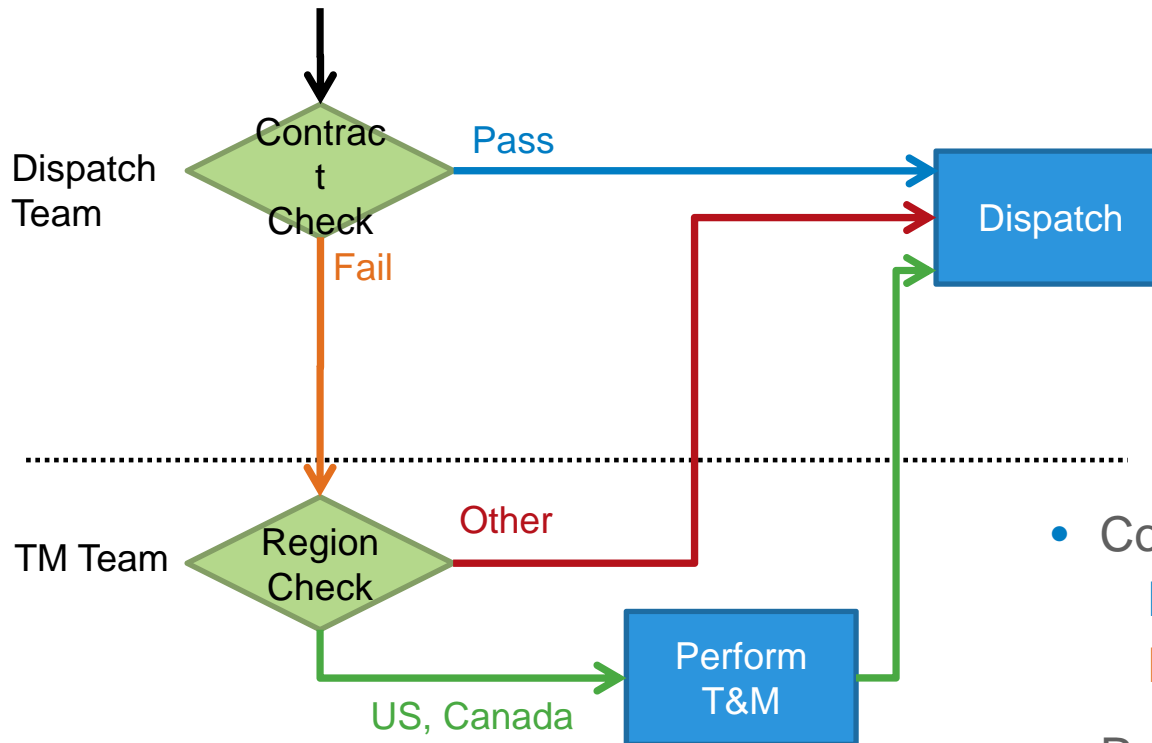


# Short Transactions are *suspicious!*



# Case #1: Remove Unnecessary Flows

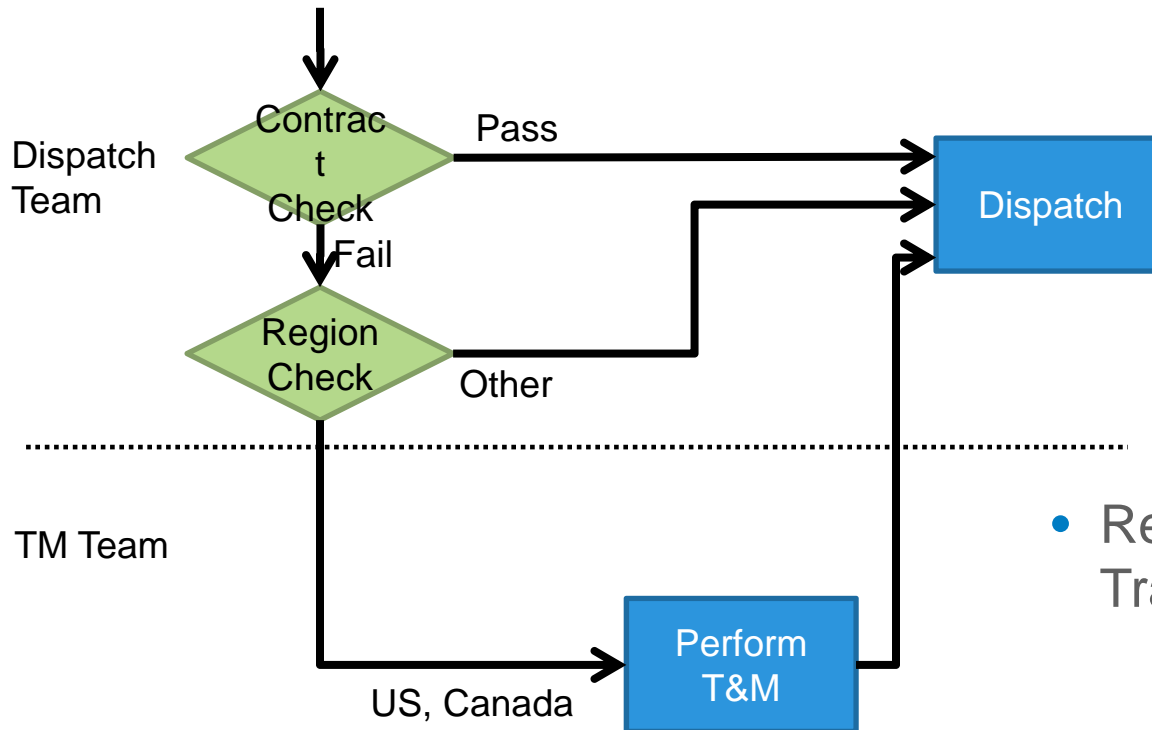
Before



- Contract Check  
Pass: 50,000/Month  
Fail: 5,000/Month
- Region Check  
US, Canada: 1,000/Month  
Other: 4,000/Month

# Case #1: Remove Unnecessary Flows

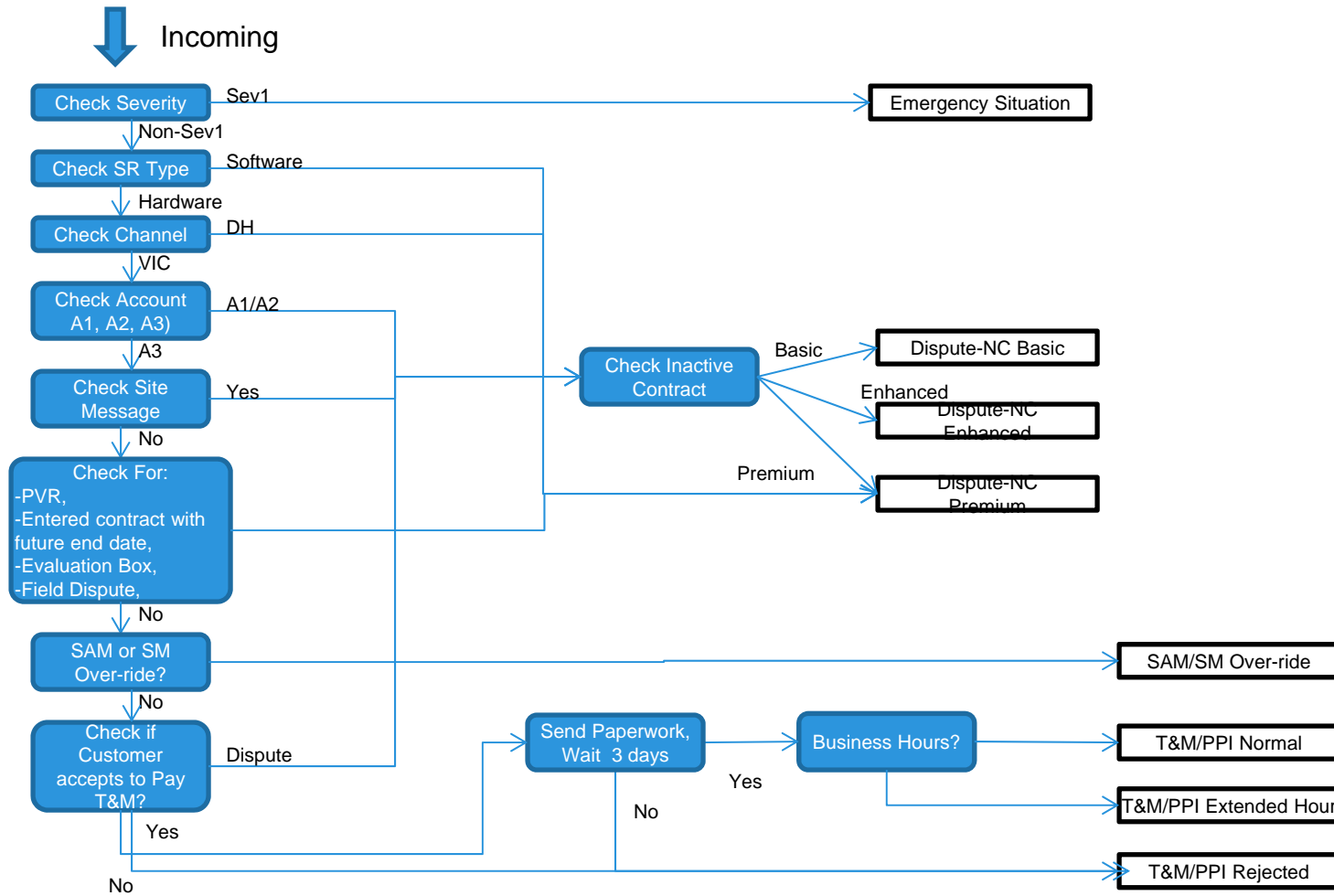
After



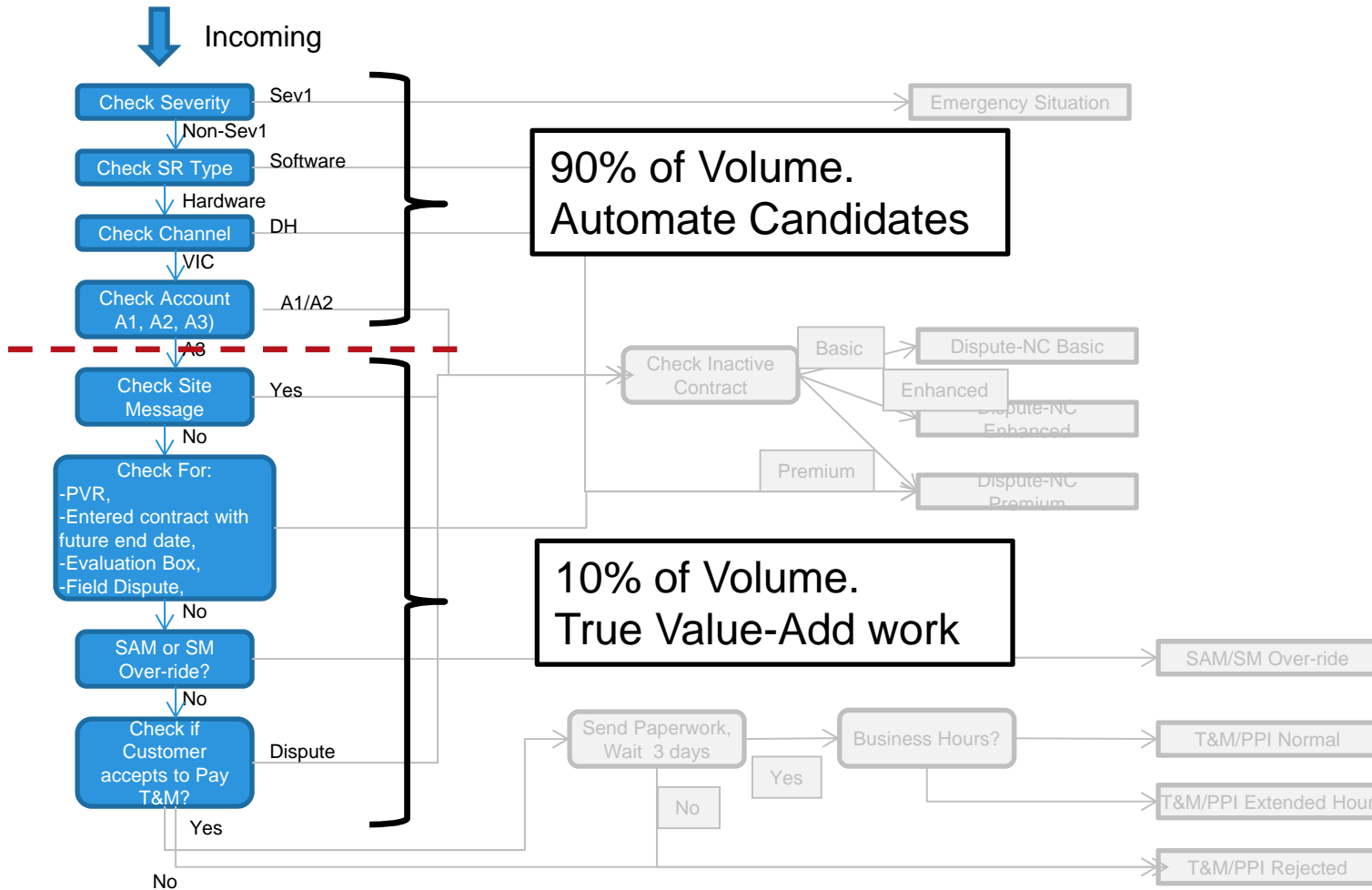
- Reduce TM Team Transaction Count by 80%
- Significantly reduce total Workload



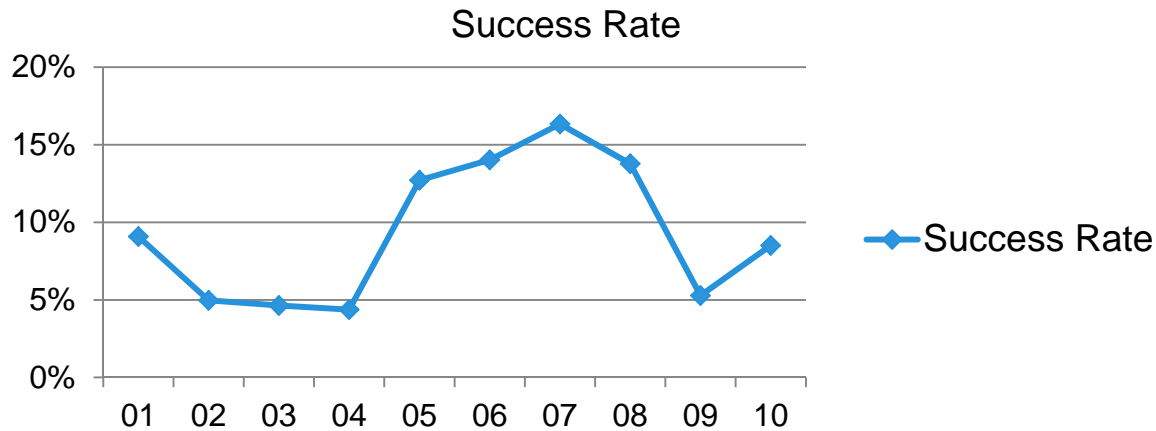
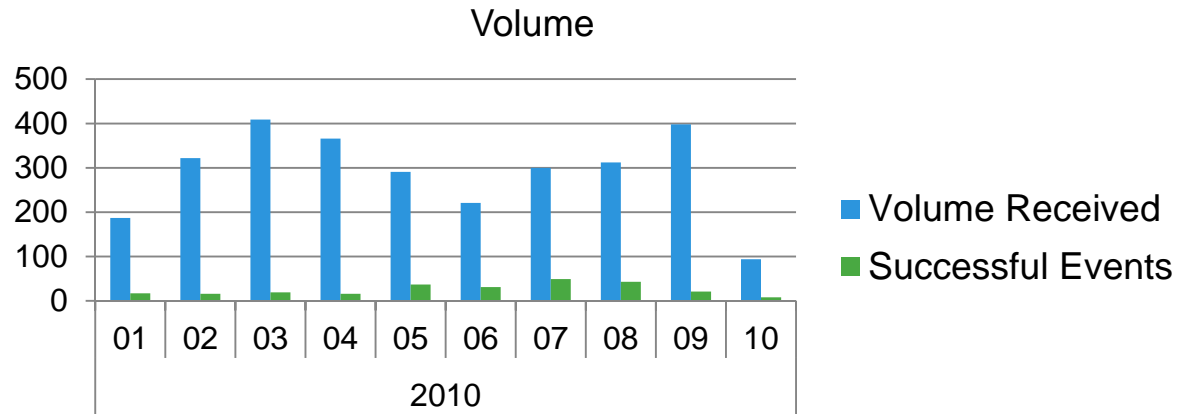
# Case #2: Automate



# Case #2: Automate

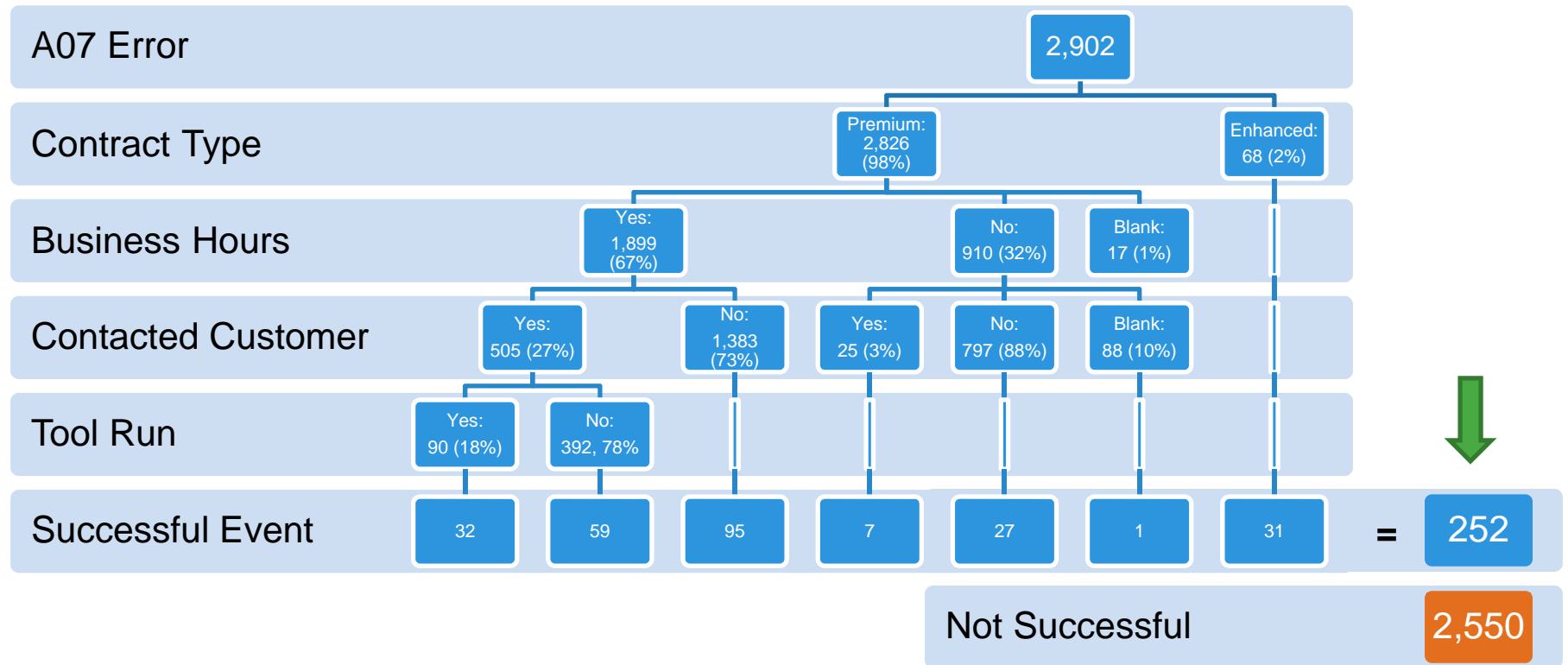


# Case #3: Remove work with poor success



# Case #3: Remove work with poor success

- Analyze instances of Successes and Failures



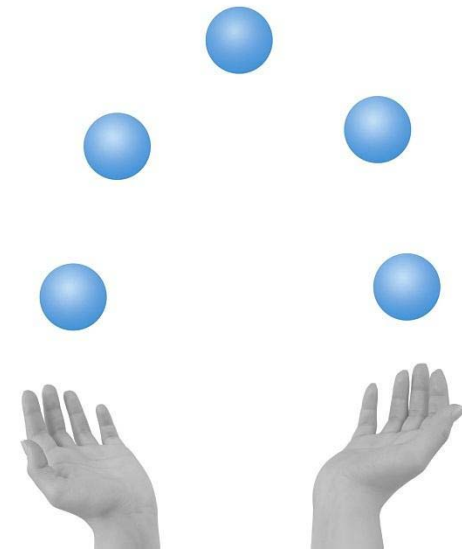
# Remove Non-Value Add Work

Do we *really* need to do this?

- 3 Case Studies

Just because staff perform a task  
doesn't mean it *needs* to be done!

Seek and Destroy NVA

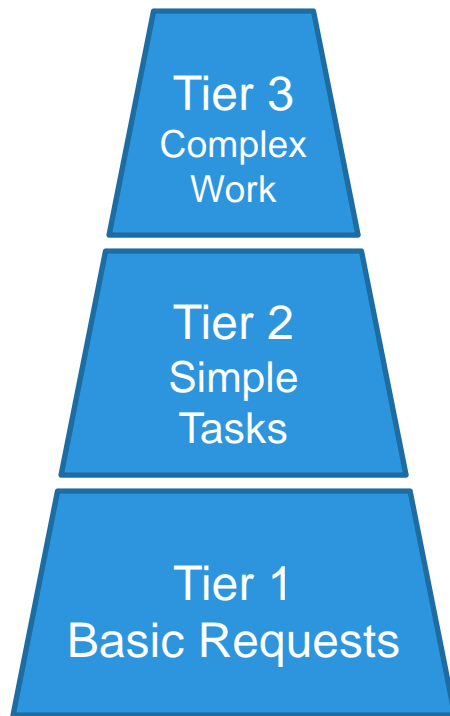


# Workforce Segmentation

What are the benefits?



# Tiered Complexity, Tiered Workforce



- Severity 1 requests
- Complex License Keys, Enterprise Agreements

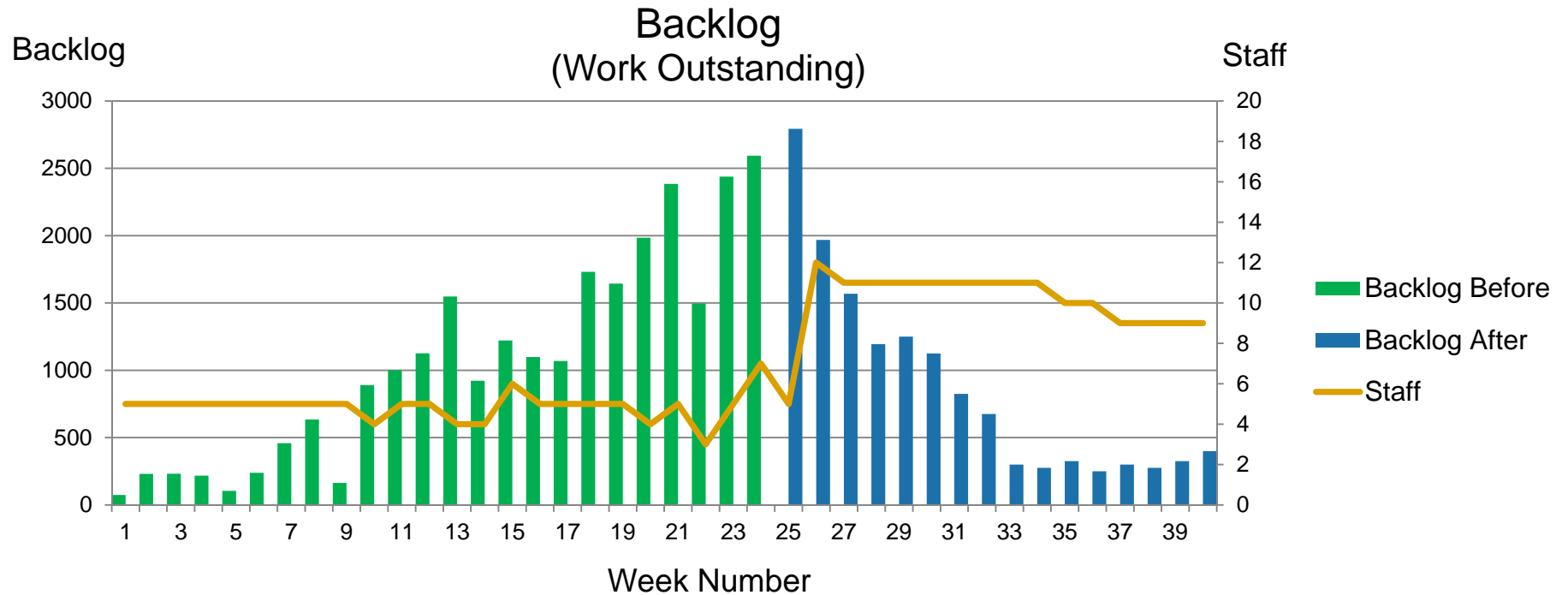
- Simple License Keys
- Perform Legacy Customer Transition

- Send Templates, Status Requests
- Check Sales Order, Re-Issue Keys

Incoming  
Volume



# Before and After





# Workforce Segmentation

What are the benefits?

Use valuable resources wisely



# Cultural Integration

Why does it matter?



# Guiding Principles for the CST Organization

## 1 Total Customer Experience

- **Trust** – Built on Customers first touch experience with the CST Organization – team must demonstrate excellence
- **Commitment** and consistency in getting the Customer to appropriate technical support team for remediation
- **Execute** with excellence – CST always validates with Customer that their needs are met effectively

## 2 Shared Delivery

- **Dedication** to service internal stakeholders, and our EMC Customers across the EMC global portfolio. Every internal practice relies on the CST organization to enable their Customer service delivery

## 3 Enabling EMC Growth

- **Build** professionalism, technical aptitude and growth for the future, augmenting skills critical for this team to continuously evolve and deliver exceptional service

# 5 Steps to Success



- Merging Cultures
- Reward & Recognition



- Interactive repository
- Common Forum
- Promote team success



- Network & Partnerships
- Videoconferencing



- Consistency
- Consistency
- Consistency



- Promote CST accomplishments to a worldwide audience

# EMC CST

## CUSTOMER SUPPORT TECHNICIANS

The gateway to EMC customer service

What is the CST group and what can we do for you? Click on one of these documents to find out...

-  Introduction to the CST Organization

 CST Charter
-  CST Org Chart

 New Aquisitions and the CST Group

### CST Escalation Contact Points

For escalations or hot issues, please contact CSS CST management:

Global CST email alias: [CSS\\_CST\\_Global@emc.com](mailto:CSS_CST_Global@emc.com)

	CST VIC	CST Advanced Services	CST License Keys
Director	<b>Michelle Punch</b> <ul style="list-style-type: none"> <li>• <a href="mailto:michelle.punch@emc.com">michelle.punch@emc.com</a></li> </ul>		
Senior Manager	<b>Paul Grasso</b> <ul style="list-style-type: none"> <li>• <a href="mailto:paul.grasso@emc.com">paul.grasso@emc.com</a></li> </ul>		<b>Christine Lundberg</b> <ul style="list-style-type: none"> <li>• <a href="mailto:christine.lundberg@emc.com">christine.lundberg@emc.com</a></li> </ul>
Manager	<b>Mark Navin</b> <ul style="list-style-type: none"> <li>• <a href="mailto:mark.navin@emc.com">mark.navin@emc.com</a></li> </ul> <b>Jim Stevenson</b> <ul style="list-style-type: none"> <li>• <a href="mailto:james.stevenson@emc.com">james.stevenson@emc.com</a></li> </ul>	<b>Brad Pettigrew</b> <ul style="list-style-type: none"> <li>• <a href="mailto:brad.pettigrew@emc.com">brad.pettigrew@emc.com</a></li> </ul>	

#### Projects

-  **\*\*Outages & Events\*\***  
On Track
-  CST Best Practices  
On Track
-  CST Hotkeys  
On Track
-  CST Process Change Committee  
On Track
-  CST Training  
On Track
-  How do I???  
On Track
-  Licensing Documentation  
On Track
-  Staff Meeting Minutes  
On Track
-  Who's Who in the CST Organization  
On Track

#### Latest Poll

◀ Previous Next ▶ More polls


#### Which product subset would you like to see more training for?

Based on last week's poll you wanted to see more Technical/Product type training! Now tell us which technical area interests you the most.

- ESD (Symmetrix, Connectivity, Recoverpoint, VPLEX)
- USD (CLARiiON, Celerra, VNX, VNXe)

# Promoting the Organization


- CST Forum is a great way to promote individual growth and accomplishments within the organization!

**Jackie Sesona - 5 Years with EMC**  
Posted by Brad Pettigrew Aug 29, 2012 11

Please join me in congratulating Jackie Sesona for reaching 5 year achievement with EMC this Monday August 27th. Jackie's hard work and dedication is truly appreciated by web services.

Thanks for everything Jackie, keep up the great work!

-Brad

**CST Organizational Announcement**  
Posted by Michelle Punch Apr 11, 2012 14

Team,

The CST organization achieved remarkable success in 2011 and through Q1 2012, often in the face of tremendous adversity! I would like to take a moment to **thank all of you** for your continued efforts and dedication to our Customers. As a result, we have positioned ourselves extremely well to react and adapt to the challenges we'll face throughout 2012 and for the initiatives we will be implementing as a global organization.

I appreciate your active engagement as we align our teams and expertise to build customer intimacy and further enable EMC growth through transformational initiatives such as, the Elite Customer Program and the future expansion of CRU/T&M and CHAT in our EMEA time zone. I hope you are as excited as I am as we look at the opportunity ahead of us in 2012 and beyond!


To demonstrate our commitment to provide growth and opportunity within our CST Organization and to better align our team structure, please join me in congratulating the following individuals on their recent promotions:

**Promotions in Cairo:**

- Ali Talaea ,Promoted to CST Manager, VIC
- Ismail Mahmoud and Chayma MBaye both promoted to Cairo CST Supervisor.
- Mohamed Fawzy ,Nagi Cassis & Mariam Salem all promoted to CST 2
- Yasmine Sameh promoted from VIC CST1 to Licensing Tier2 Support

**Promotions in Hopkinton:**

- Jim Stevenson, Promoted to CST Manager, VIC

**Cairo CST Q4 Newsletter - How to end a record breaking year !**  
Posted by Ali Talaea Dec 28, 2011 0

Good day everyone ,

Glad to share with you a Consolidation of Cairo CST 2011 Q4 achievements

- In Total Customer Experience
- In Mastering our KPI achievement
- In Effective Growth
- In Employee engagement & recognition
- In Leveraging our resources globally
- In LSS deployment – Improving CST & Egypt COE scalability

## 1.Total Customer Experience

Our customers are getting more aware and opened on our service excellence .Cairo CST team had more than **30**

customer compliments on service excellence in VIC and licensing domains in Q4 2011 .

**Best licensing customer feedback – Amanda Fadl Licensing Tier2**

Hello Ali ,

I want to compliment Amanda Fadl on your team for some excellent service on my request for a Recover Point

license for an EMC-internal test system. I sent my request to the general EMC Licensing e-mail address at 9:24 am

local time. At 9:41am I had the license key and an accompanying message from Amanda in my inbox. Net time:

**17 minutes! That is fantastic.**

**Best Voice Initiated Calls Customer Feedback – Bayena Chahine – CST 2**

1. Mr. Talaea,

# Promoting the Organization

- Winners of CSTs “Employee of the Month” award are also posted to promote global recognition.

Aug 29, 2012 12:21 PM 3

## CST Employee of the Month May 2012

We are happy to announce the top performers for the month of **May**.

Employee of the month winner will receive a Bronze award, each nominated CST will receive Cause for Applause award.

So, let's seize the opportunity to congratulate the below CSTs for their astonishing performance and dedication.

**VIC Space:**  
Mariam ElAlfy  
Victoria Barrett  
Adam Cohen

**Licensing:**  
Carrie Campbell


**Advanced services:**  
Angela Catholdi

And the winner is .....

**VICTORIA BARRETT**

We would like to thank you for the great efforts you exerted, such great feedback is the result of your outstanding performance and dedication..... Keep up the great work! 😊

Aug 29, 2012 12:23 PM (in response to Tavana Collins)  
**Re: CST Employee of the Month May 2012**


  
★★★★★  
**Jamie McCormack**  
15 posts since  
May 6, 2005

Congratulations....Well done!!!

[Edit](#) [Delete](#) [Branch](#) [Like \(0\)](#) [Reply](#)

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Aug 29, 2012 2:07 PM (in response to Tavana Collins)  
**Re: CST Employee of the Month May 2012**


  
★★★★★  
**John MacDonald**  
3 posts since  
Oct 13, 2011

Congratulations Vikki and all of the candidates!

[Edit](#) [Delete](#) [Branch](#) [Like \(0\)](#) [Reply](#)

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Aug 30, 2012 8:04 AM (in response to Tavana Collins)  
**Re: CST Employee of the Month May 2012**

  
★★★★★  
**Victoria Barrett**  
1 posts since  
Sep 22, 2011

Thank you! 😊

[Edit](#) [Delete](#) [Branch](#) [Like \(0\)](#) [Reply](#)

# Global Staff Meetings

- Video Conferencing
- Global Sharing based on personal experience
- Bi-weekly





# Cultural Integration

Why does it matter?



Create One Culture

# Career Paths & Growth



# Career Building

## Vision

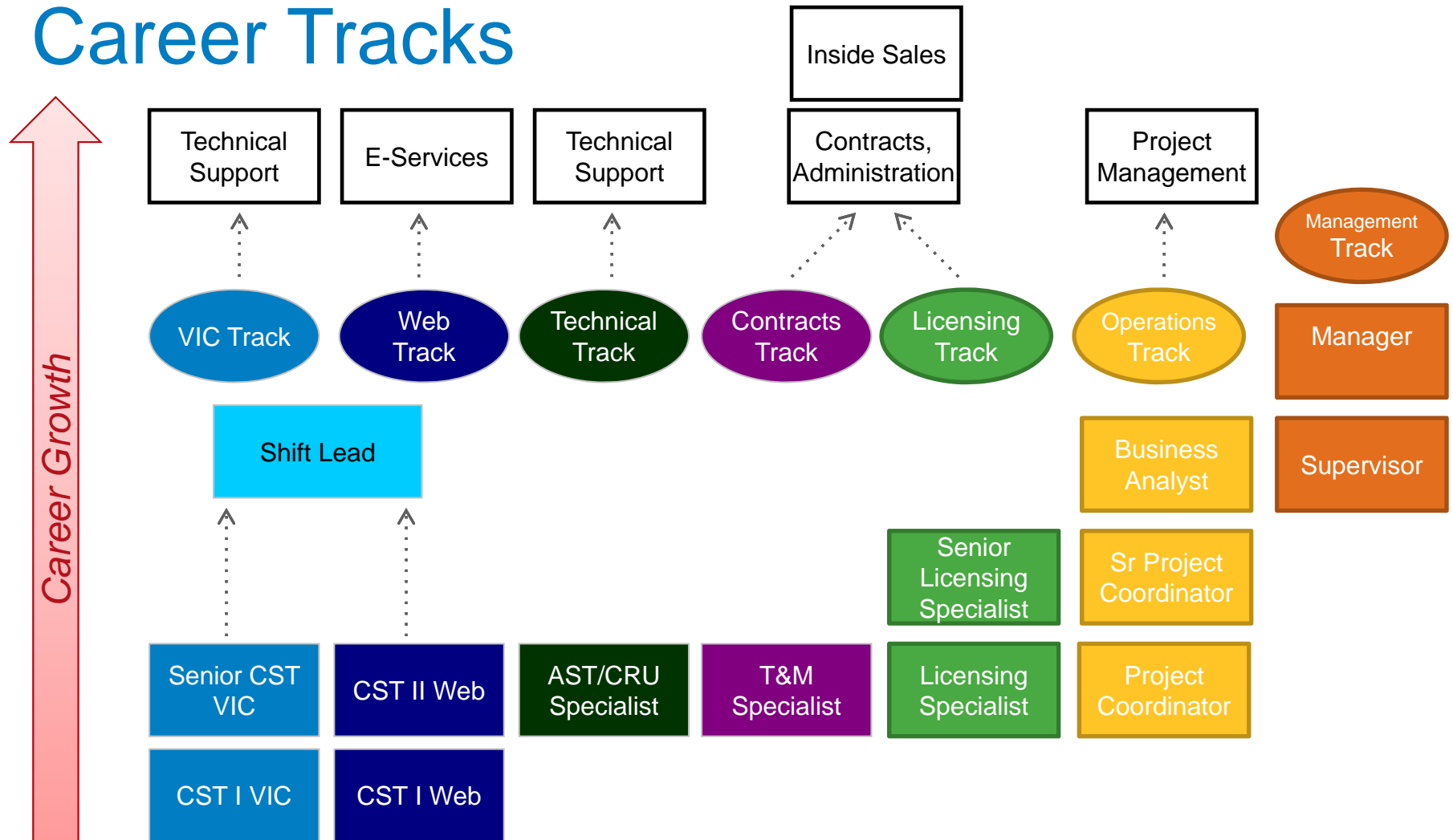
- Create an unforgettable first impression by providing exceptional Customer Support Service



## Execution

- Create an organization of individuals with exceptional, portable skill sets desired for any future EMC Career
- Identify career tracks based on current roles
- Align training with career growth interests for individuals

# Career Tracks



# Career Paths & Growth



Look after your people - Set them up for growth

# Recap & Conclusion

- Systems & Monitoring ⇒ You need them
- Focused Communication ⇒ SET Customer's Expectations
- Time of Day Staffing ⇒ The right people at the right time
- Non Value Added Work ⇒ Seek and Destroy
- Workforce Segmentation ⇒ Rapid Ramp-up
- Cultural Integration ⇒ Create one culture
- Career Paths & Growth ⇒ Grow your people



Optimization – You can do it!

# Q & A

THANK YOU