

Creating The Latte Support™ Experience

2012 SERVICE INDUSTRY SUMMIT

Matt Sicking

VP, Global Technical Access Center

Siemens Product Lifecycle Management Software Inc.



SIEMENS

- Company founded 1847
- Global leader in solutions for Healthcare, Energy, Industry, and Infrastructures & Cities.
- 2011 Revenue for fiscal year 2011 was €75.5 Billion
- Over 400,000 employees


- Siemens PLM Software
 - Business unit within the Industry Automation Division.
 - Leading provider of product lifecycle management (PLM) software and services
 - 7 Million licensed seats
 - 71,000 customers worldwide
 - Product used worldwide to:
 - Design, simulate and manufacture some of the world's most sophisticated products
 - To manage the product lifecycle from concept through production, delivery, maintenance, retirement, disposal and recycling.
 - Used in a wide variety of industries –Automotive, Aerospace, Shipbuilding, Electronics, Machinery, Consumer Packaged Goods, Medical Devices, Energy and Utilities

Me

- 42 years with SPLM and its predecessors
- Worked in Engineering, Technical Sales, Training, System Support, Product Development, Product Marketing, Custom Development & Services, MIS, and Customer Support

You:

Customer Support Experience

A large crowd of stylized human figures in blue, black, and grey, with a central grey box containing text.

**3 years
or more
?**

So what qualified Matt Sicking to lead up the Siemens Product Lifecycle Management Software's worldwide product support organization?

(A.k.a. GTAC = "Global Technical Access Center")



Price Pfister



Dimplex



Television

- Charter Cable
 - Wait....wait....wait.... then talk to a harried rep who just wants to go home
- AT&T U-Verse
 - Makes you go thru step-by-test diagnostics with a computer that you've already done before calling.
- DirecTV
 - OMG!



Recap

- DEC – Good product. Good customer service attitude. Less than useful support engineer.
- Price Pfister – Crummy product. Excellent customer service.
- Dimplex. Decent product. Excellent service if you're willing to devote that much of your life waiting for them to answer the phone.
- Charter. Good product. Depressing support experience.
- U-Verse. Good product. Frustrating support experience.
- DirecTV. Good product. Support experience from hell.

WARTS

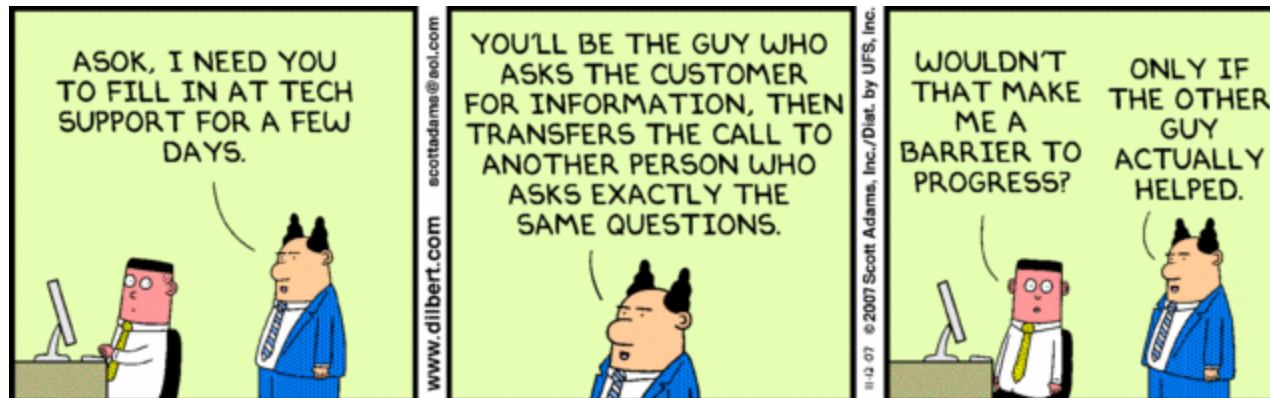
- How do you take a good organization and make it better?
 - Look at everything your team does and explore opportunities for incremental improvement.
 - People, product, process, business, customer
 - “Find the warts and sand them down”
- **W**hat
- **A**reas
- **R**equire
- **T**uning
- **S**??



Some Initial Warts feedback

"We need to allow email support"

"We should never hide behind an inbox"



Some Initial Warts feedback

"We need more metrics"

"We spend way too much time looking at metrics"



Some Initial Warts feedback

"Automated customer surveys are useless. Only way to go is by phone."

"Customer phone surveys are a waste of mantime.
Must automate"



Siemens Strategic Approach for Managing Quality

Establishes three levels of performance

STANDARD

What's expected



PROFESSIONAL

What pleases



WORLD-CLASS

What delights



Siemens Strategic Approach for Managing Quality

Establishes three levels of performance

STANDARD

What's expected



PROFESSIONAL

What pleases



WORLD-CLASS

What delights



GTAC Latte Support™



Latte Support™ Principles

- Our goal is to resolve the customers' issues, not just to close calls, and to delight them with our support.
- The entire support experience is important, not just the fact that the problem was resolved:
 - Wait time, personality of agent, robustness of solution, empathy with customer
- Be ready to give the customer more than he asks for.
 - “Is there anything else I can help you with?”
 - “You may also want to read these articles in the knowledge base”
 - “Since I see that you’re working in this technical area, here are some tips that may help, or traps to avoid...”



Getting the message out

- Management team bought into the concept
- The Latte metaphor was easy to communicate
 - At group meetings and GTAC Town Halls
 - Sent out Post-It notes with “GTAC Latte Support” logos on them
 - “Attaboy” emails and post cards to employees included a Latte picture.
 - Followed up unsolicited compliments from customers with similar Latte emails
- Scheduled a “Service Strategies” class for all of our people.



Service Strategies Support Professional

- 6 classes in Cypress CA, St. Louis MO, Milford OH, and Pune India to accommodate our entire work force.
- Mixture of lecture, interactive, and group discussions.
 - Much of interactive discussion centered on what comprises Latte Support™
- Reaction to the class was almost universally positive with equal appreciation of course content and opportunity to interact with non-local peers.

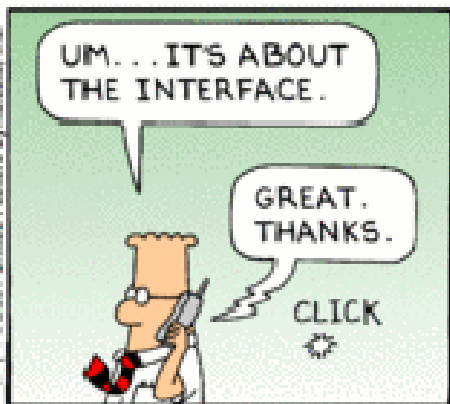
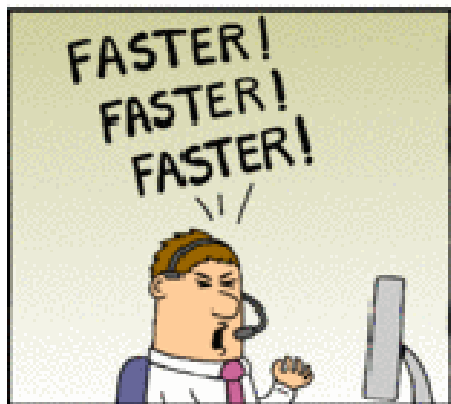
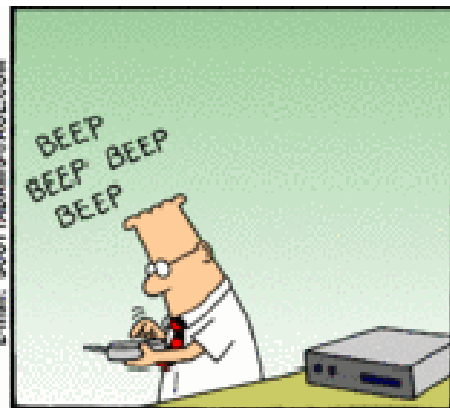
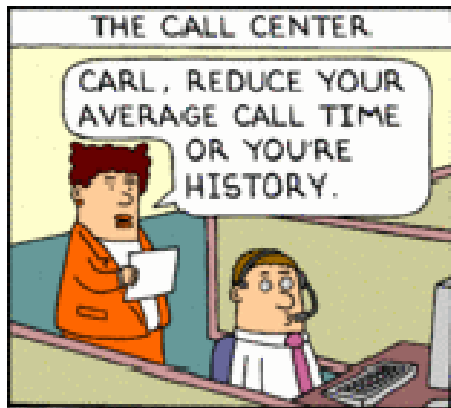


Service Strategies Support Professionals class

- Importance of Effective Listening
- Awareness of cross-cultural communication differences
- Adapting to customer knowledge levels
- Methods for maintaining control of the conversation
- How/when to say no, effectively.
- Confident approaches to answering questions even when you don't have the answers
- Explain the difference between lying and withholding company proprietary information from the customer, transparency issues.
- Teamwork barriers and how to overcome them.
- Personal development, realistic and achievable goals
- Stress management: recognizing burnout and practical techniques to minimize.

Does it work?

- Can you measure customer satisfaction?
- In December 2011 we instituted an automated satisfaction survey with all of our IRs
 - Response rate >7%
 - Expertise of the Engineer: 4.73 / 5.00
 - Attitude of the Engineer: 4.82 / 5.00
 - Ability to contact us: 4.68 / 5.00
 - Overall Experience: 4.63 / 5.00
 - Were you satisfied with the call? 96.65% yes





**GTAC
Latte Support™**