

# Creating The Latte Support™ Experience

2012 SERVICE INDUSTRY SUMMIT

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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, arranged in a circular pattern around a central grey box. The box has a red border and contains the text "3 years or more ?".

**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

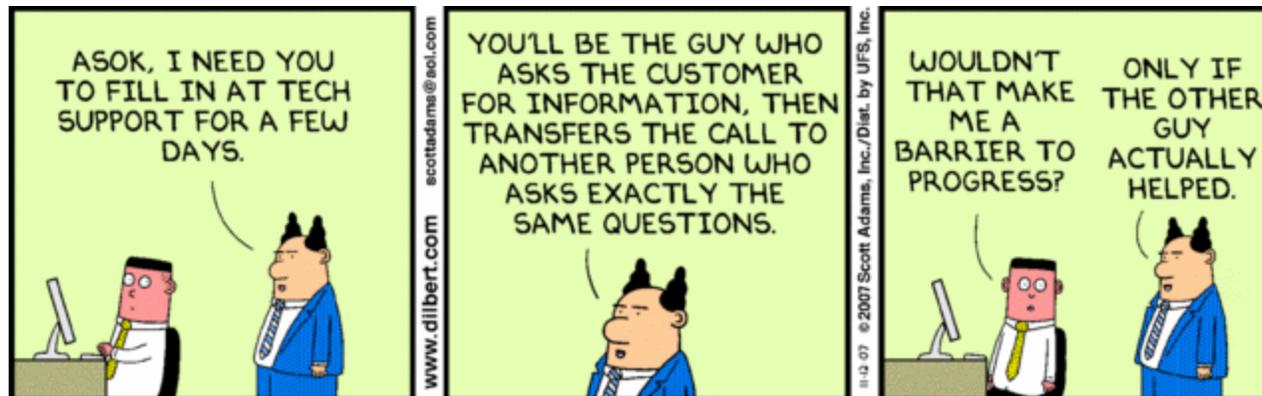
- How do you take a good organization and make it better?
  - Look at everything your team does and explore opportunities for incremental improvement.
    - People, product, process, business, customer
  - “Find the warts and sand them down”
- **W**hat
- **A**reas
- **R**equire
- **T**uning
- **S**??



# 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



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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.

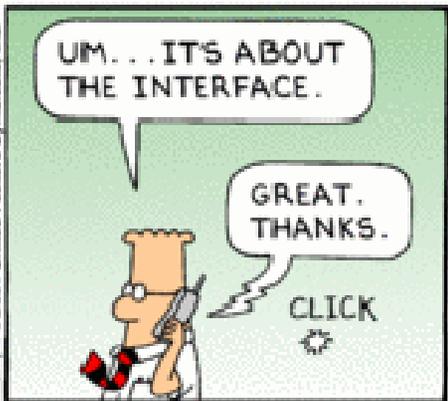
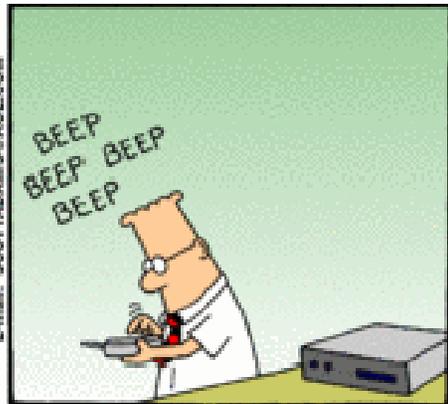
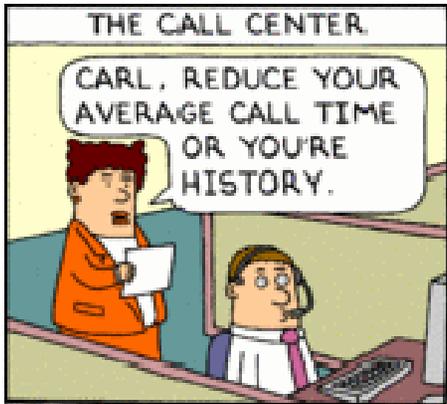


## Service Strategies Support Professionals class

- 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



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**GTAC  
Latte Support™**