



How to Win the eSupport Game!

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Agenda

- Introduction to Juniper Networks and our eSupport initiative
- Determining the proper eSupport metrics to track
 - Analyzing case volume to discover where you can impact case reduction while keeping your customers satisfied
 - Proper gap analysis to determine the appropriate level of investment and priority for site enhancements
- The Marketing Plan
- eSupport ROI
- Questions

About Juniper Networks

- Juniper Networks offers 24x7x365 electronic/online support, telephone support and on-site support which are integrated for a seamless support experience for our valued customers and partners
- Direct (via company employees) 40%, Indirect (via channel or outsource partners) 60%
- Juniper Networks serves the world's Top 25 Telecom Service Providers and over 75 percent of the Fortune 100
- Juniper Networks serves the global Telecom Service Provider, Enterprise, SMB, Government, and Research and Education markets

A Global Networking & Security Infrastructure Market Share Leader

- **SSL VPN: #1, Infonetics Research**
- **Leadership Quadrant, Gartner SSL VPN Magic Quadrant**
- **Leadership Quadrant, Gartner Network Firewall Magic Quadrant**
- **Application Acceleration: Leadership quadrant, Gartner Magic Quadrant**
- **IPS: Leadership Quadrant, Gartner IPS Magic Quadrant**
- **Service Provider Routing: #2, Gartner**
- **Service Provider Core Routing: #2, Gartner**
- **Service Provider Edge Routing: #2, Gartner**
- **BRAS: #2, Gartner**
- **Security Industry Vendor: #2, Infonetics Research**
- **Firewall: #2 in High-end Firewall, Infonetics Research**
- **High-end Enterprise Routing: #2, Synergy Research**

Over 8000 Customers Worldwide

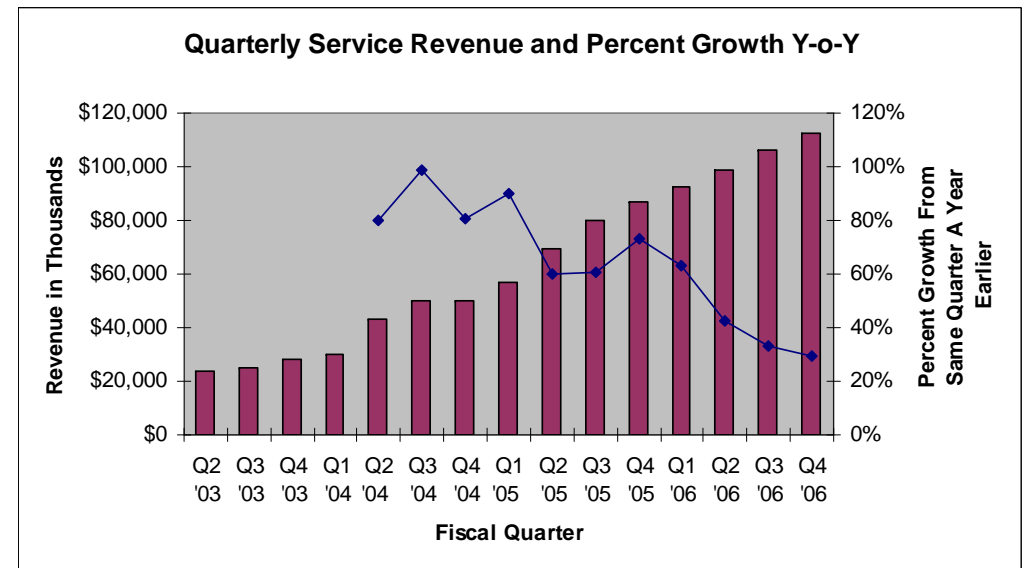
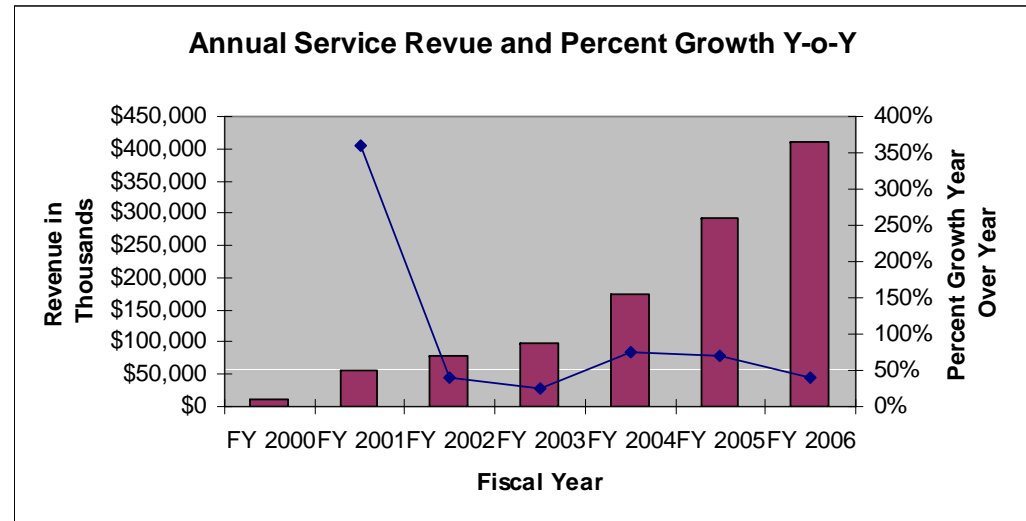
Service Providers



Enterprises

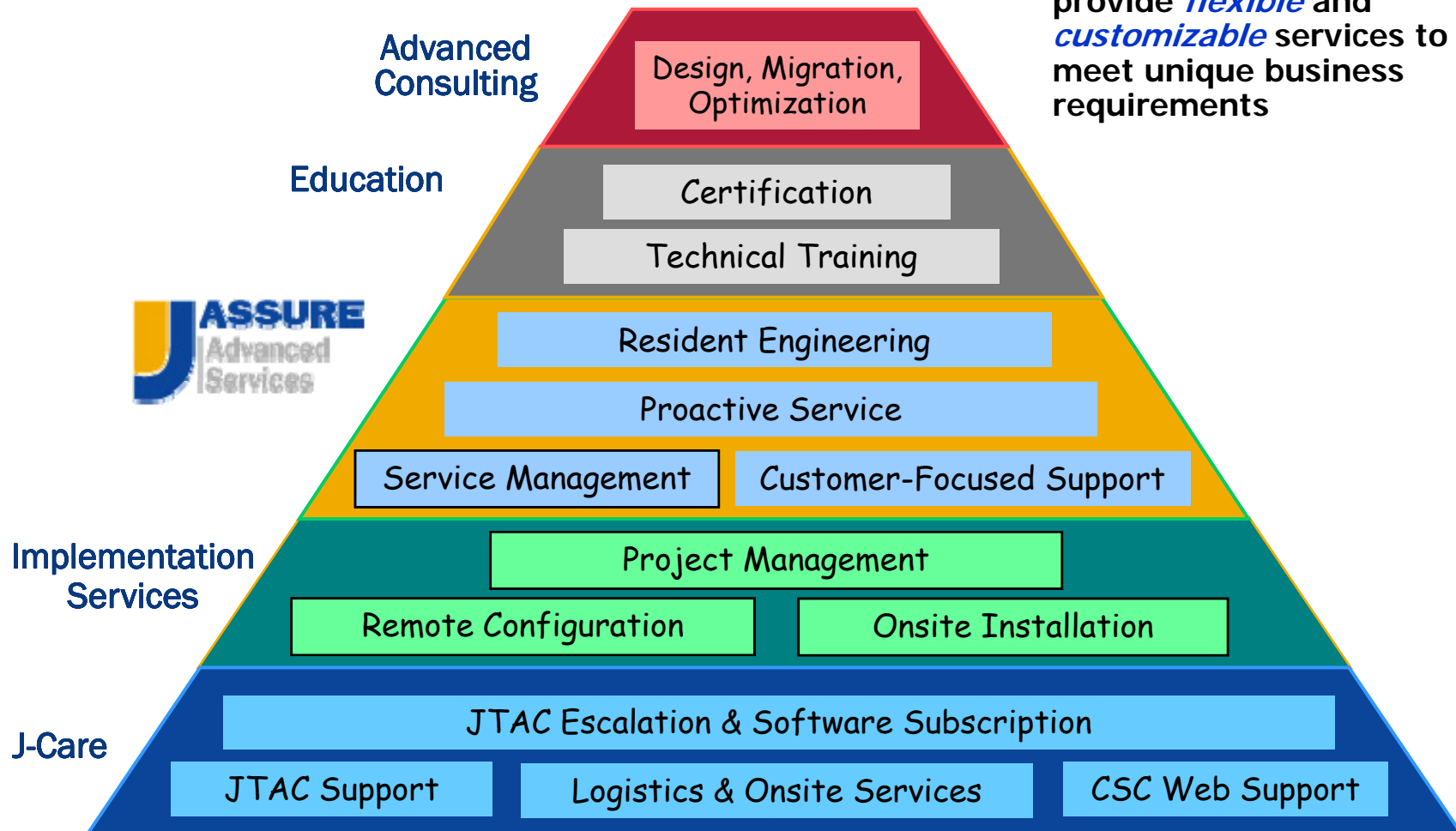


- **Juniper's Customer Service LOB is a Profit and Loss Center**
- **FY 2006 Revenues of \$410M with Blended Gross Margins Across the Service Portfolio of 54%**
- **Service represents ~18% of total company revenue**
- **Service revenue per Service employee is \$650K**
- **Service LOB is supported by 630 employees worldwide**
- **Service LOB has its own Marketing and Sales teams**



Juniper Networks Service Portfolio

Modular service offerings provide *flexible* and *customizable* services to meet unique business requirements



Global Juniper Networks Technical Assistance Centers (JTAC)



- 16 JTAC centers worldwide
- 24 x 7 x 365 operation
- 200+ JTAC Engineers Worldwide
- >10,000 Support cases per month

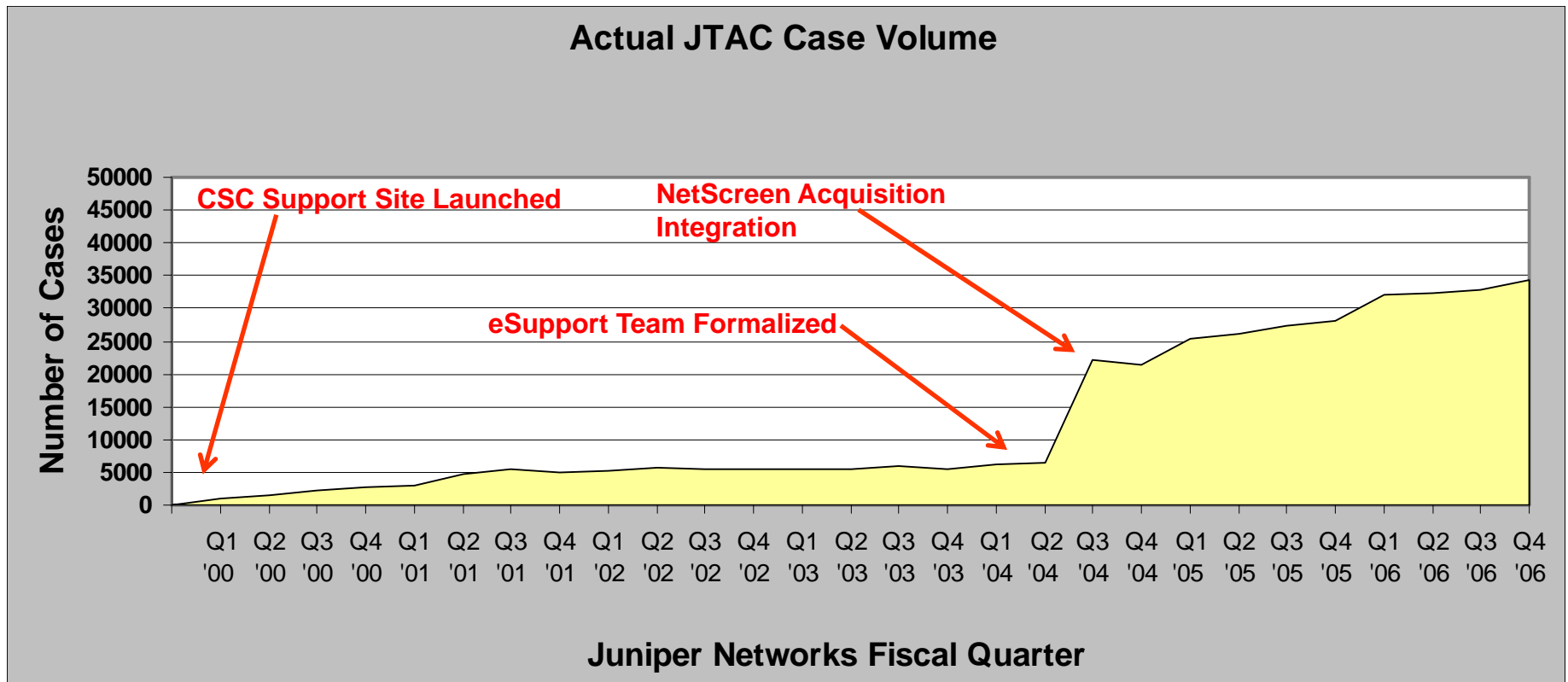
How eSupport Fits into Juniper's Overall Customer Service Strategy

- Enable greater reach and drive greater efficiency
- Reach customers and partners where they are and where they prefer to be served
- Enable users to reach the information, answers, and tools that they need, the first time, via their preferred medium of communication
- Going beyond simple search to bring content classification, natural language processing, information extraction and analytics to bear to help users find the right information in just a few clicks

Our Customer's eSupport Expectations

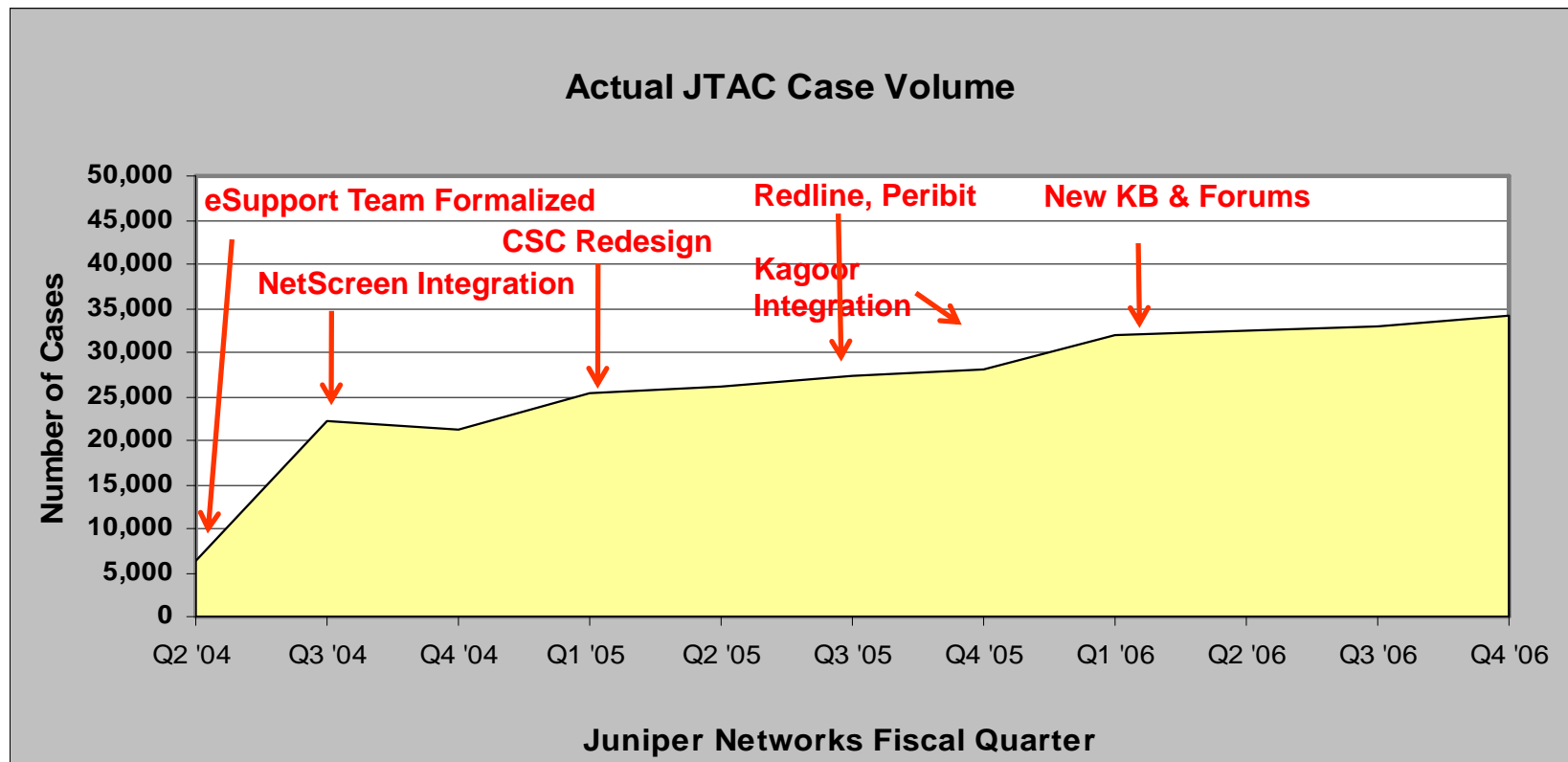
- Highly Available
- Intuitive User Interface
- Robust Support Content
- Robust Search Engine
- Consistent Presentation
- Guidelines and Policies
- Service Contract Management Center
- Software Downloads
- Forums and Communities
- Multi-Lingual Sites
- Bug Database
- Robust and Intuitive Knowledge Base
- Case Management
- Technical Bulletins
- Multi-Lingual Technical Documentation
- White Papers
- Configuration Guides
- Web-based Tutorials

Getting eSupport Religion

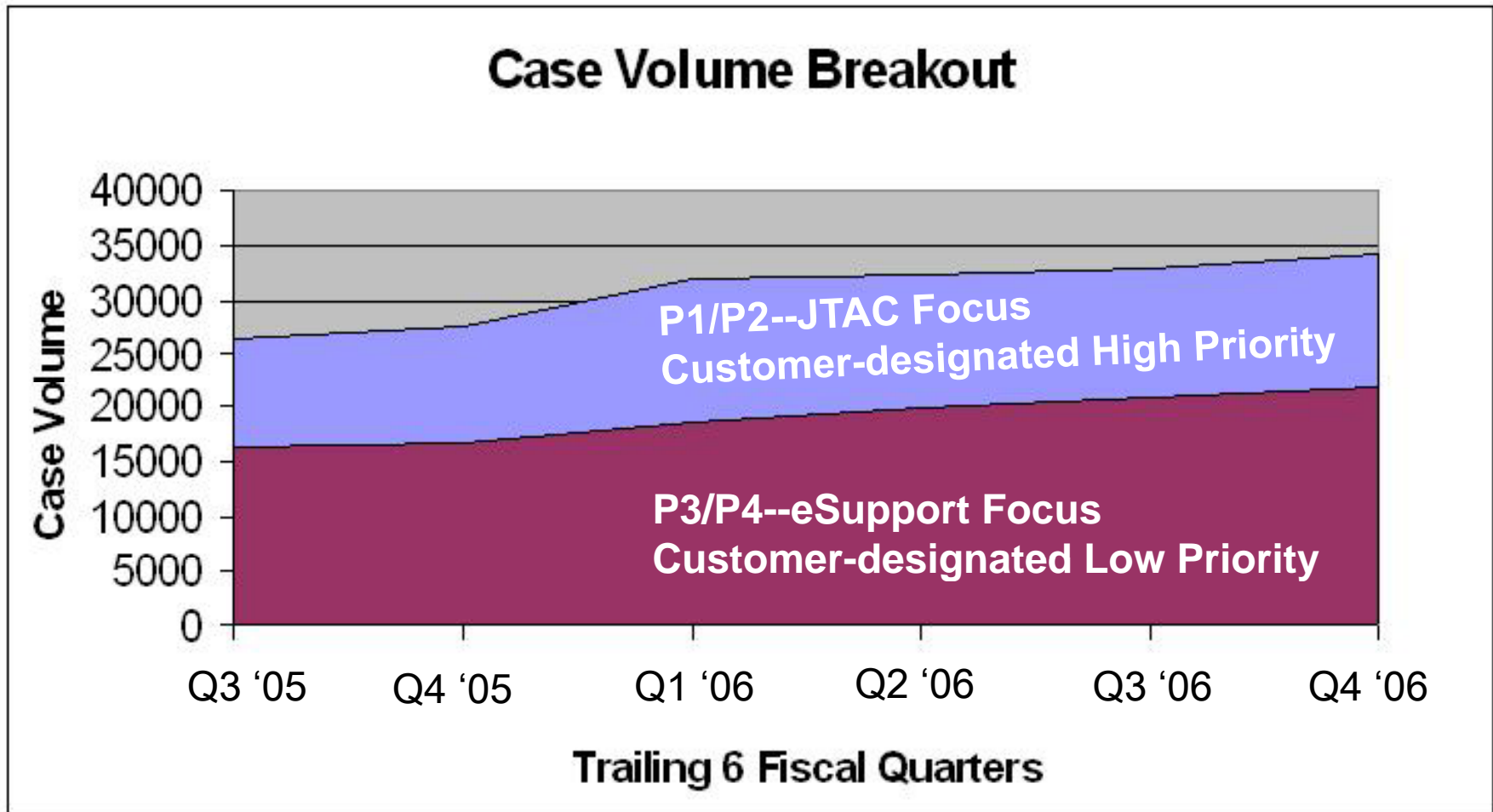


A Thorough Analysis of Case Volume

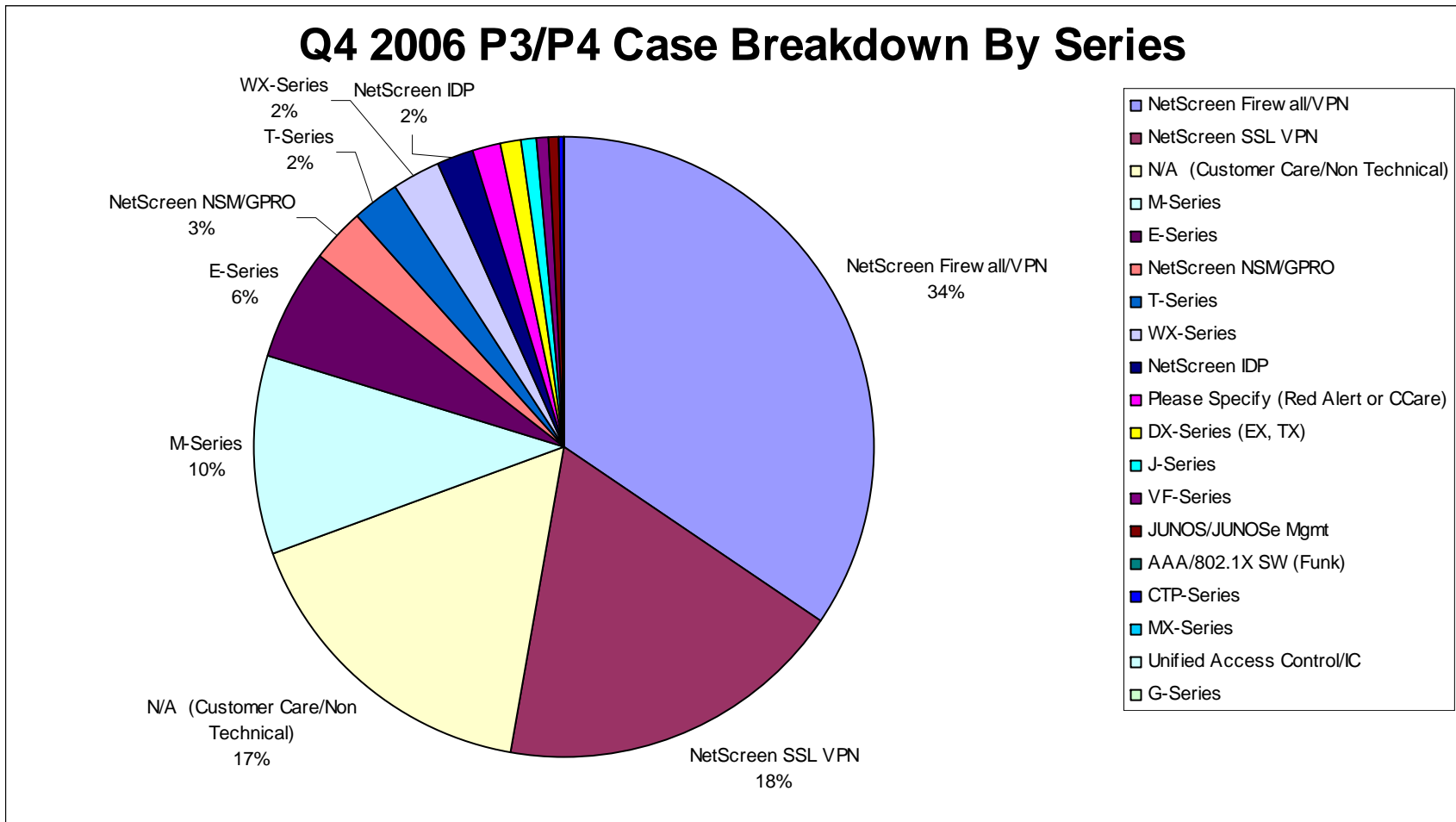
- Beyond feedback, a thorough analysis of our case volume, reveals what users are actually doing. Only by truly understanding the users' actual support usage can we drive more efficiencies into our support model



Understanding Our Target Audience

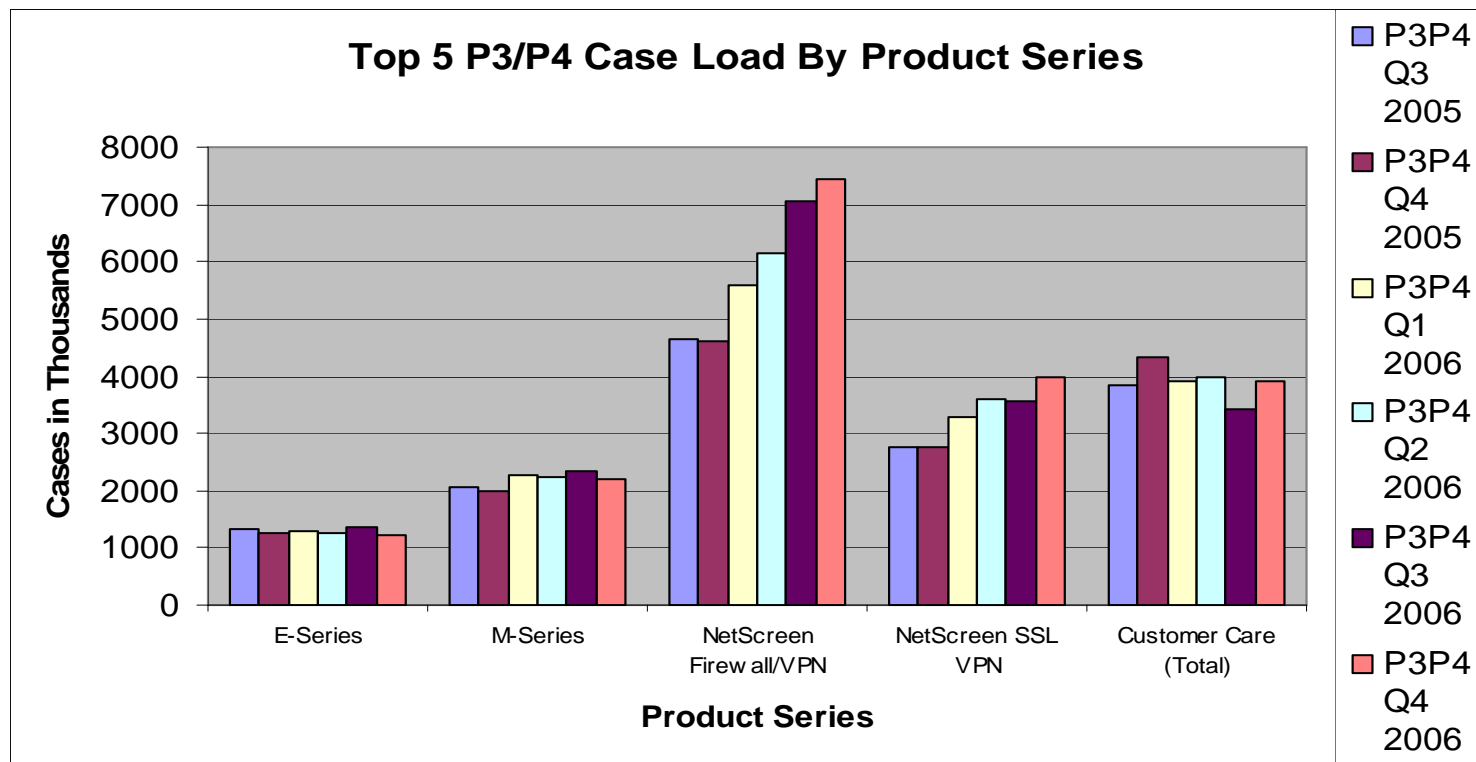


85% of all Customer-designated low priority/low complexity cases involve targets



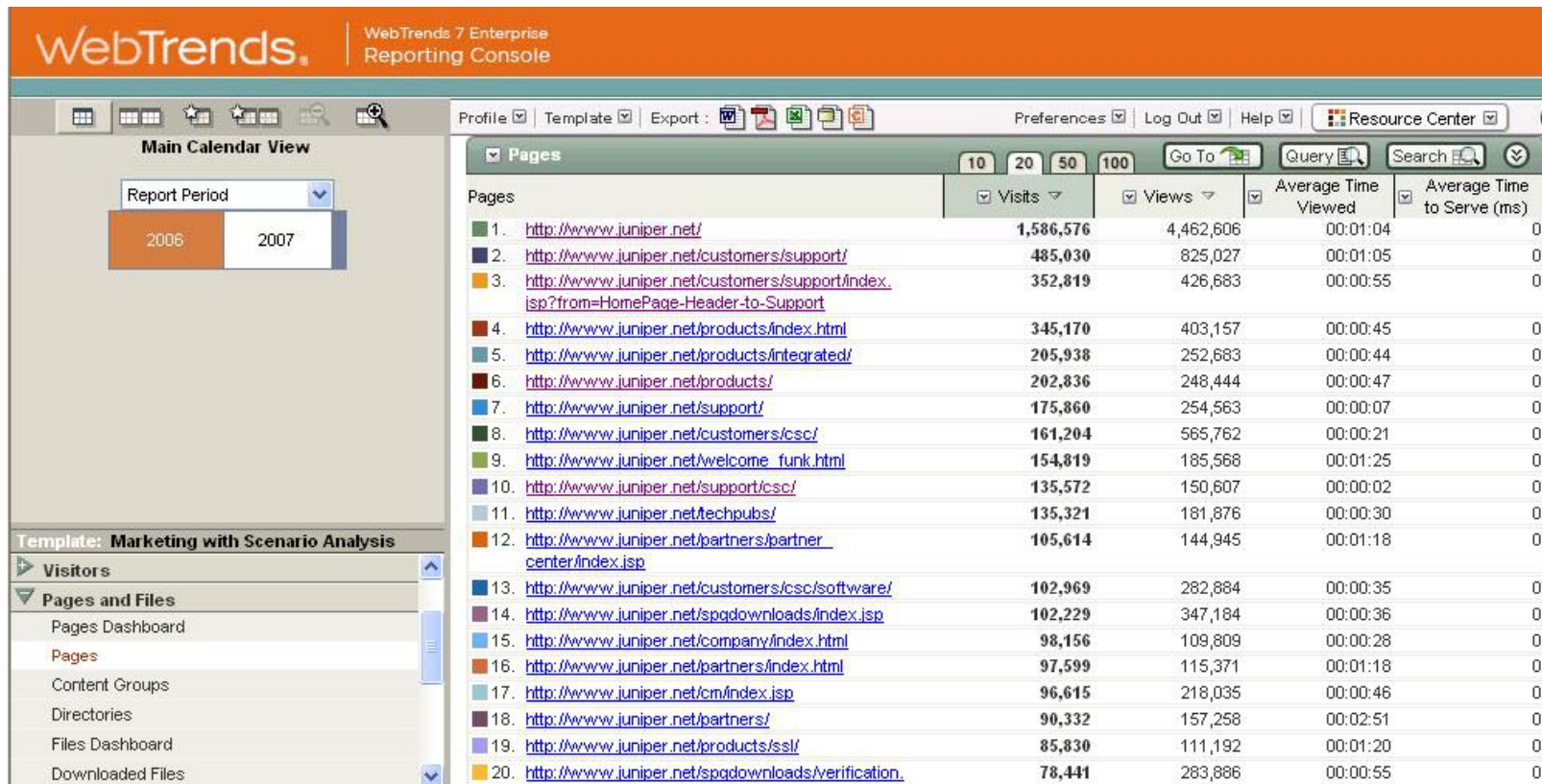
Sniper approach vs. 'Spray & Pray'

- These 5 series of products command most of our focus and resources
- Priority is on Firewall and SSL as their trends are on the rise
- Customer Care flat, but cases are low complexity = Low-Hanging Fruit



Metrics to Track Effectiveness

- The CSC Support Extranet only trails the Juniper Networks home page for the most site traffic!
- 31 Percent of all visits to the juniper.net domain between Q2 and Q4 2006 were to the CSC

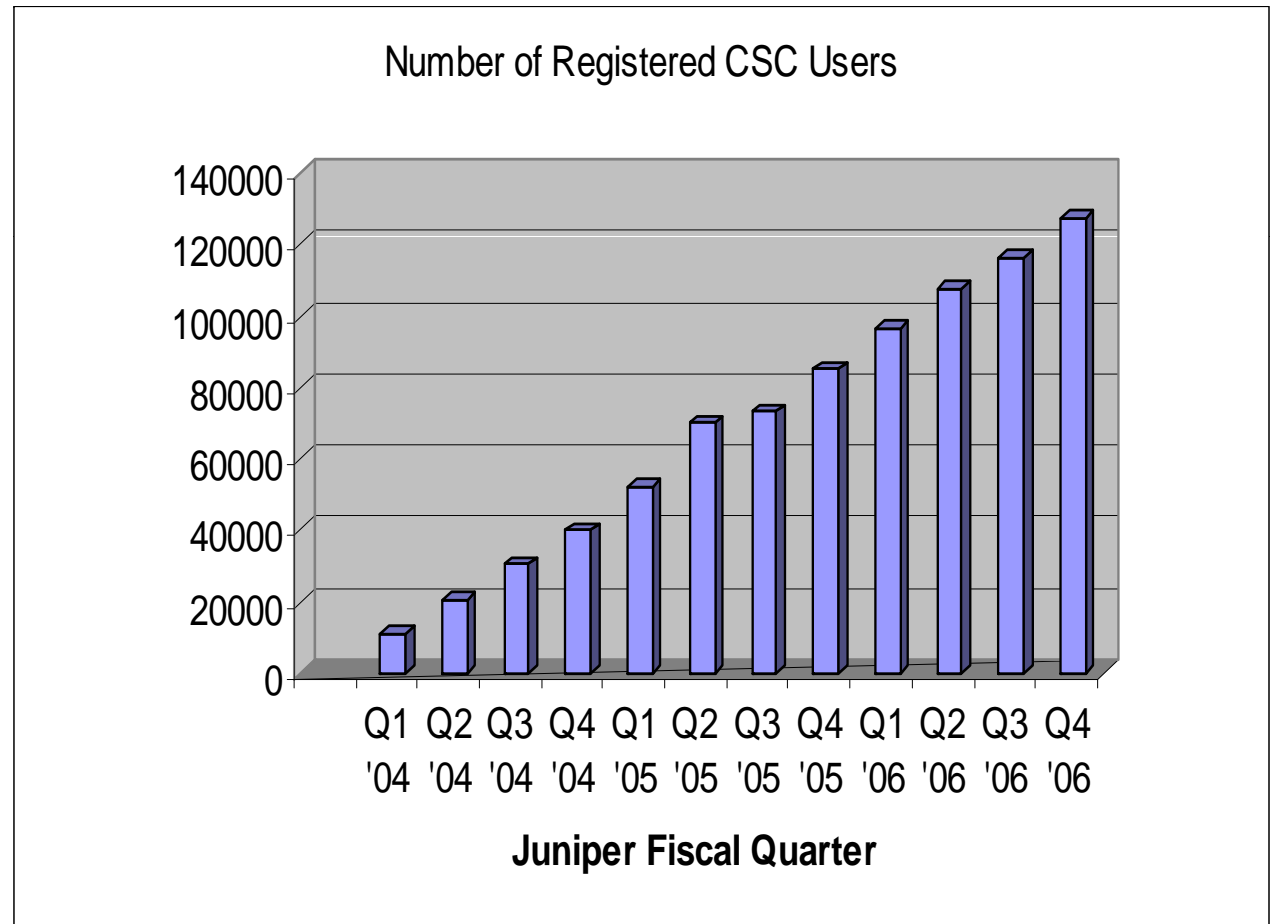


The screenshot shows the WebTrends 7 Enterprise Reporting Console interface. The main content area displays a table of page metrics for the domain juniper.net. The table includes columns for Rank, URL, Visits, Views, Average Time Viewed, and Average Time to Serve (ms). The top 20 pages are listed, with the Juniper Networks home page (http://www.juniper.net/) having the highest number of visits at 1,586,576.

Rank	URL	Visits	Views	Average Time Viewed	Average Time to Serve (ms)
1.	http://www.juniper.net/	1,586,576	4,462,606	00:01:04	0
2.	http://www.juniper.net/customers/support/	485,030	825,027	00:01:05	0
3.	http://www.juniper.net/customers/support/index.jsp?from=HomePage-Header-to-Support	352,819	426,683	00:00:55	0
4.	http://www.juniper.net/products/index.html	345,170	403,157	00:00:45	0
5.	http://www.juniper.net/products/integrated/	205,938	252,683	00:00:44	0
6.	http://www.juniper.net/products/	202,836	248,444	00:00:47	0
7.	http://www.juniper.net/support/	175,860	254,563	00:00:07	0
8.	http://www.juniper.net/customers/csc/	161,204	565,762	00:00:21	0
9.	http://www.juniper.net/welcome_funk.html	154,819	185,568	00:01:25	0
10.	http://www.juniper.net/support/csc/	135,572	150,607	00:00:02	0
11.	http://www.juniper.net/techpubs/	135,321	181,876	00:00:30	0
12.	http://www.juniper.net/partners/partner_center/index.jsp	105,614	144,945	00:01:18	0
13.	http://www.juniper.net/customers/csc/software/	102,969	282,884	00:00:35	0
14.	http://www.juniper.net/spgdownloads/index.jsp	102,229	347,184	00:00:36	0
15.	http://www.juniper.net/company/index.html	98,156	109,809	00:00:28	0
16.	http://www.juniper.net/partners/index.html	97,599	115,371	00:01:18	0
17.	http://www.juniper.net/cm/index.jsp	96,615	218,035	00:00:46	0
18.	http://www.juniper.net/partners/	90,332	157,258	00:02:51	0
19.	http://www.juniper.net/products/ssl/	85,830	111,192	00:01:20	0
20.	http://www.juniper.net/spgdownloads/verification	78,441	283,886	00:00:55	0

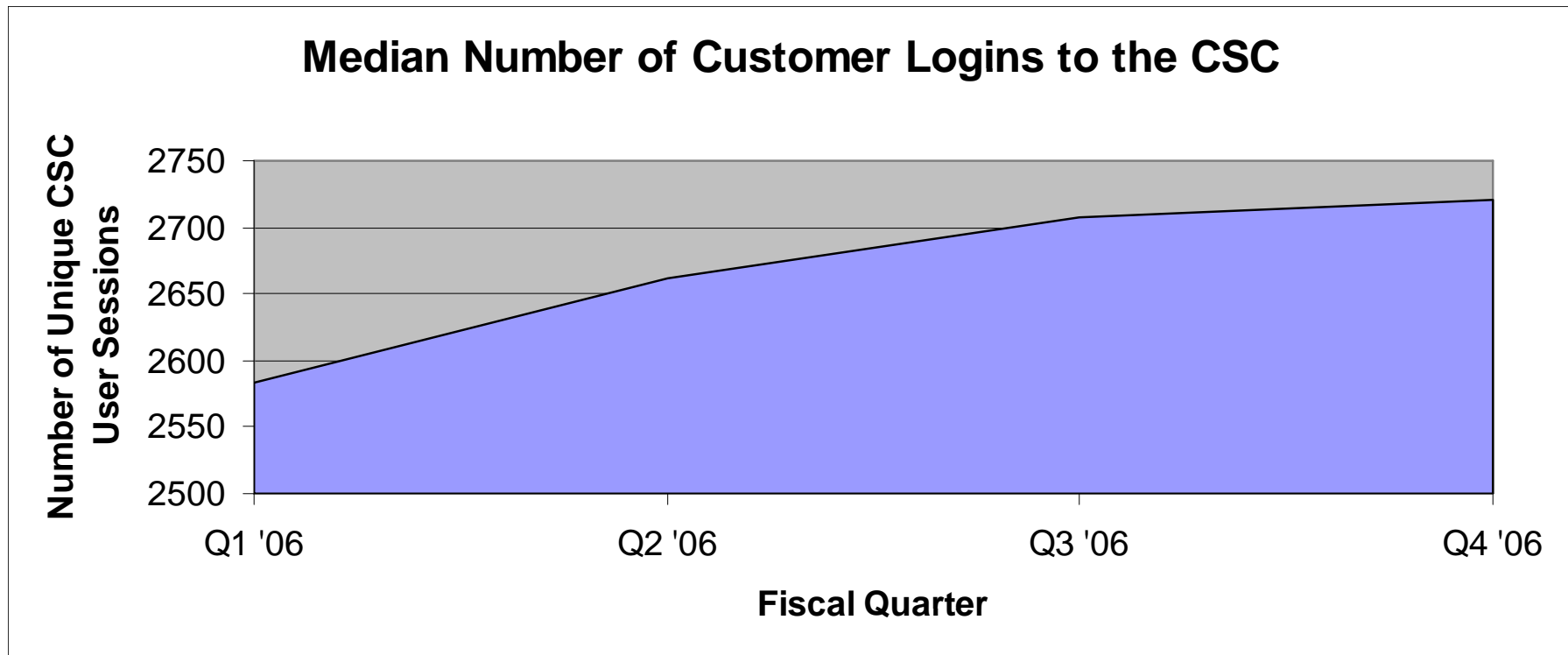
Customer Support Center User Growth

- 127,500+ CSC registered users
- CSC Users up ~1,150% since July 2004 integration of NetScreen
- Continued solid trend of ~10,000 new users each quarter

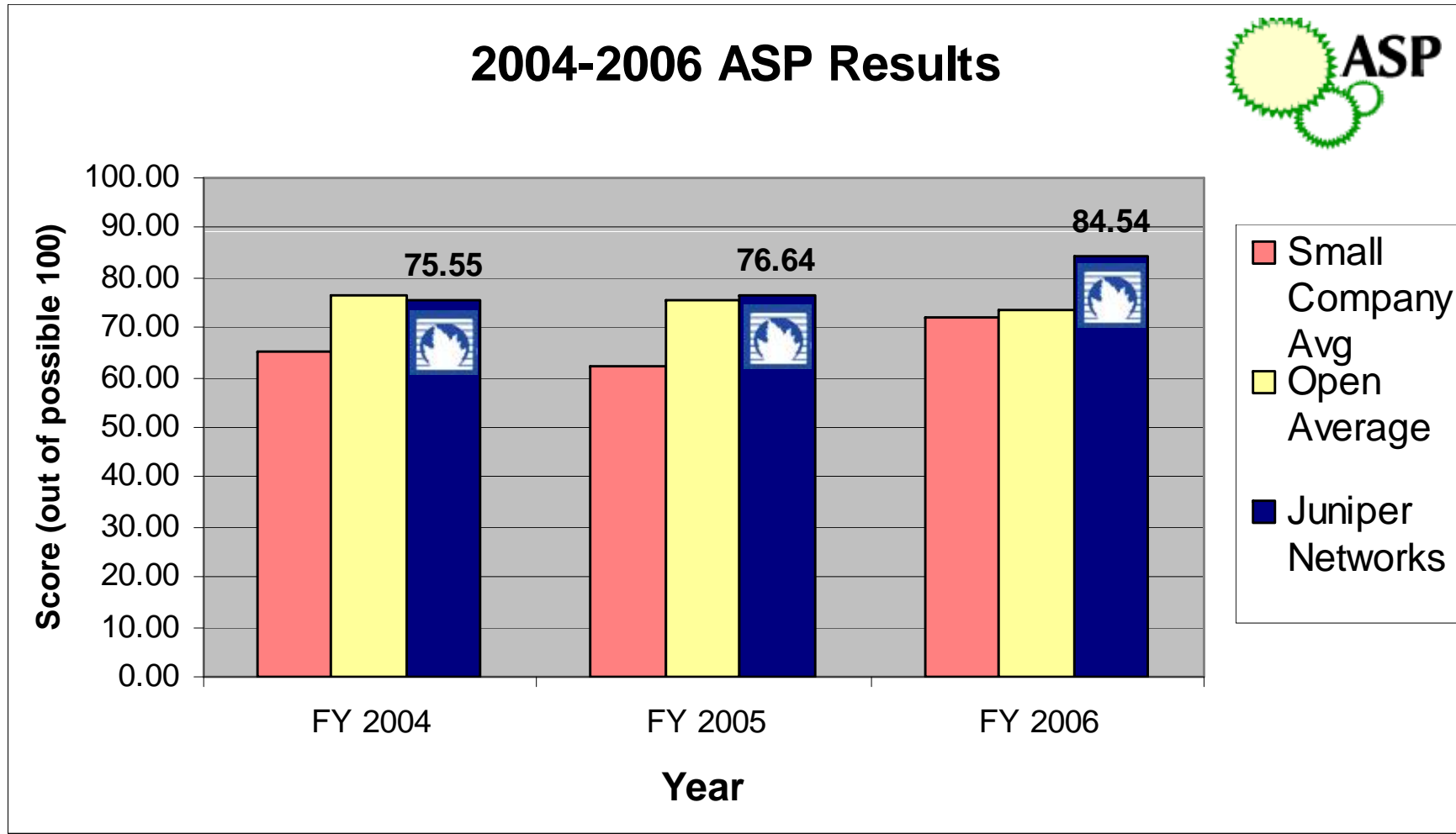


Greater Customer Adoption

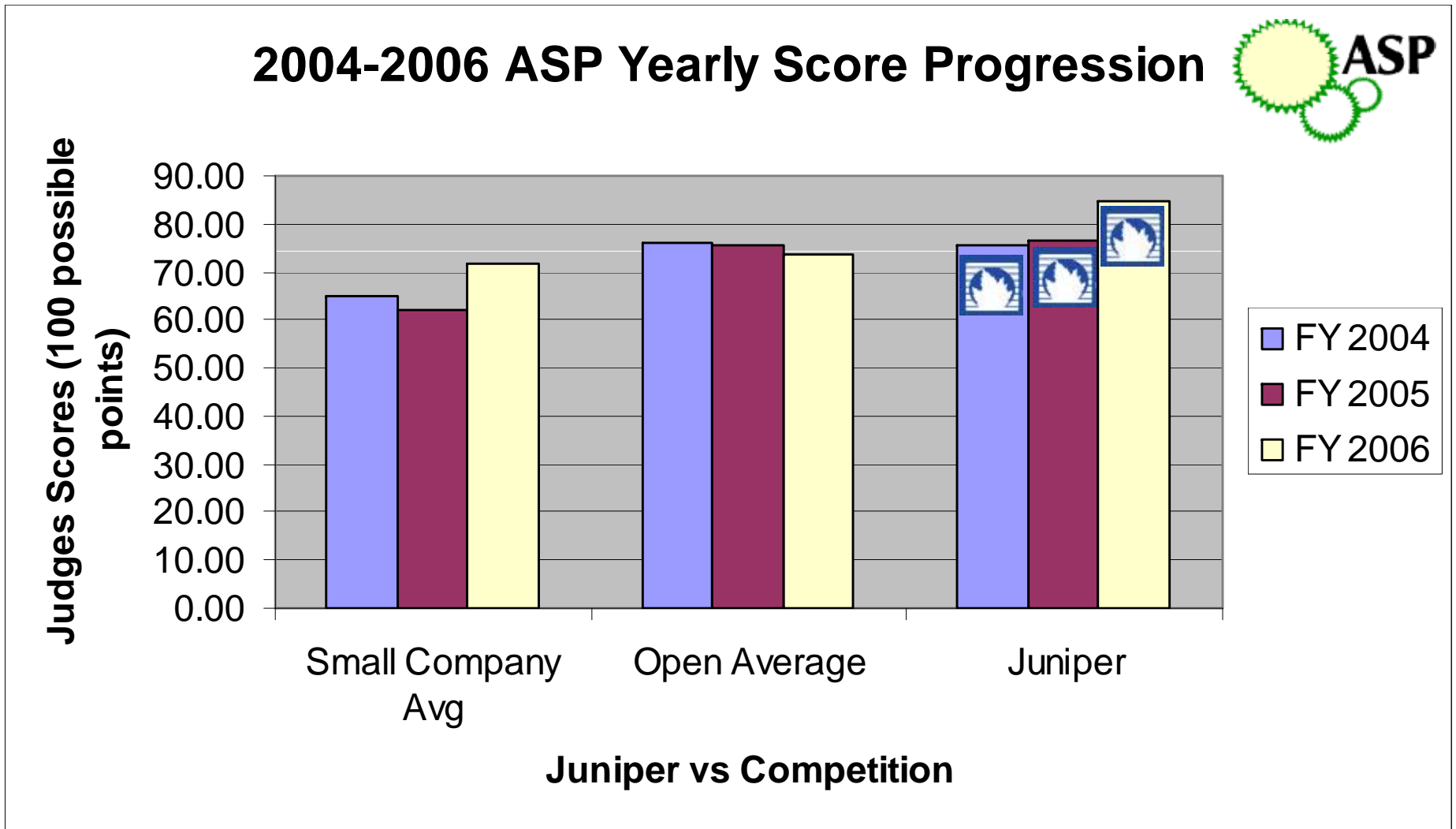
- Daily sessions in CSC demonstrated steady growth over FY 2006
- More Juniper Customers rely on the CSC to support their network investment each and every day



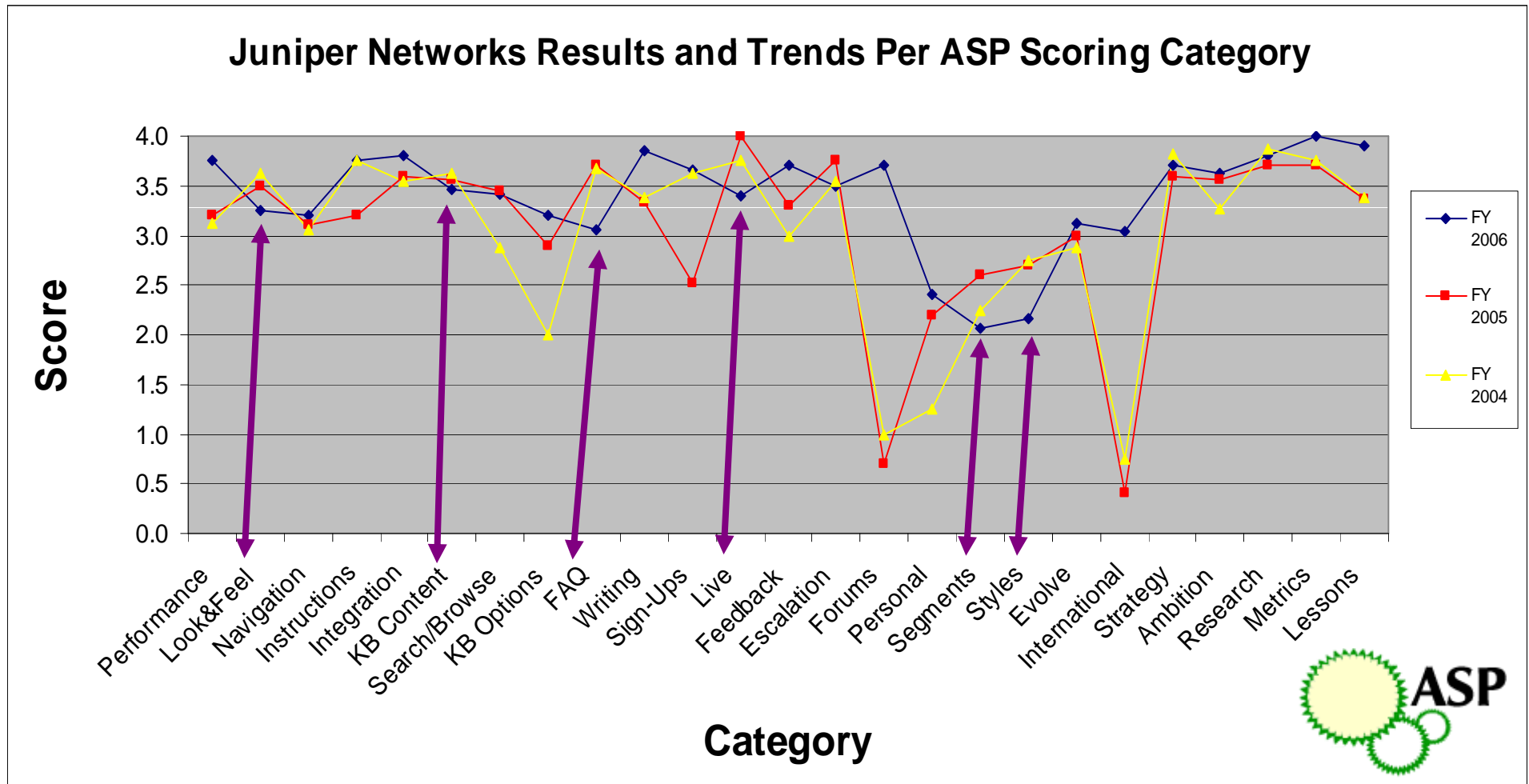
Employ SWOT Analysis to Drive Continuous Improvement



Score Trends; Juniper vs. Our Peers



Regular Online Support Best Practices Baseline, Assessment, and Gap Analysis



Key Focus Areas from 2006 SWOT Analysis

- Improve Site Look & Feel
- Bolster KB Content
- Improve FAQ Implementation
- Live Escalation Options – Highlight our content and guides for end-users to transition/contact JTAC from eSupport
- Segmentation – Highlight how we serve our diverse customer segments (SMB, Enterprise, SP)
- Style/ Content Format Choices – Continue to add more online tutorials, white papers, podcasts, tech bulletin alerts, etc.

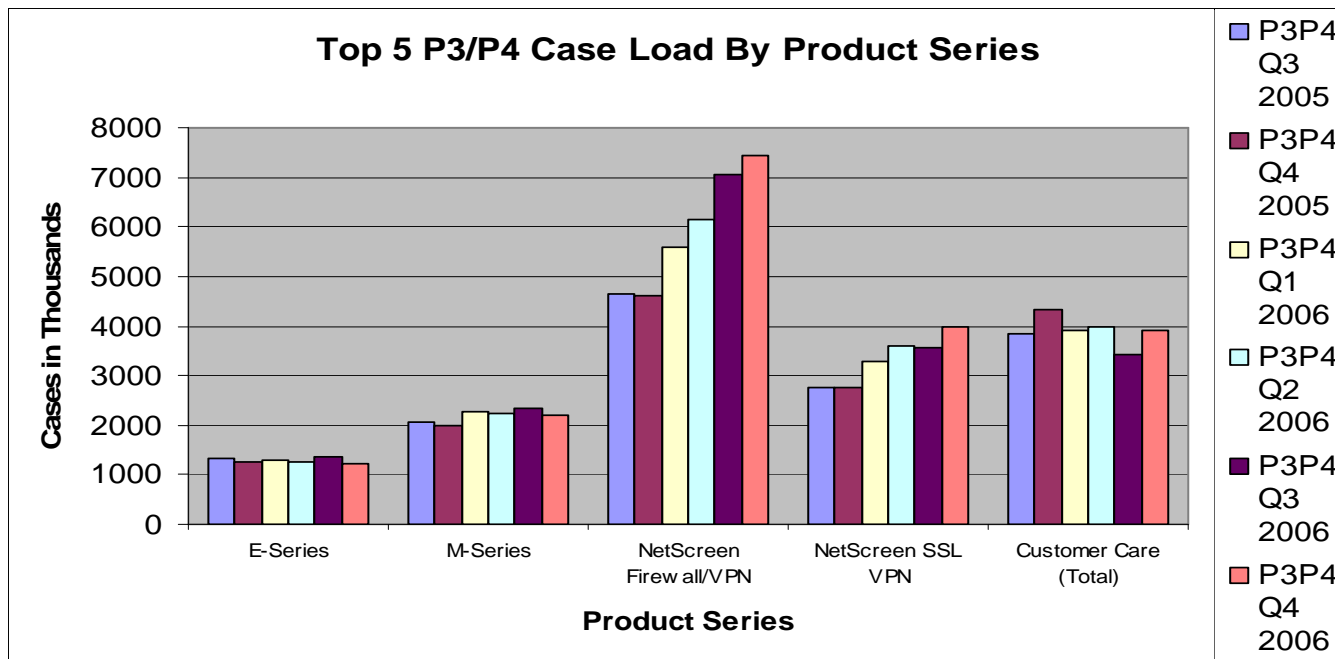
The Marketing Plan - Promote and Educate at every Touch Point

- Highlight the CSC self-service channel in direct marketing campaigns and customer communications, including renewal notices, invoices, and Service Contract Welcome Kits
 - New Customers: Market the CSC and J-Net Forums at every single new customer touch point from opening the box—on through...
 - Existing Customers: Reinforce the CSC and J-Net Forums messaging at every customer touch point from renewal to service request
- Created scripts that promote the CSC and online tools in place of the IVR hold music while customers wait to speak with Customer Care, JTAC
- Created KCS-like call processes and scripts for Customer Care and JTAC engineers to be CSC self-service advocates! Whenever customers utilize an alternate channel to solve a P3/P4 problem or to find information, we leverage that golden opportunity to educate them about their CSC self-service options. (Teach Them To Fish!)

Targeted CSC & J-Net Direct Email Campaigns

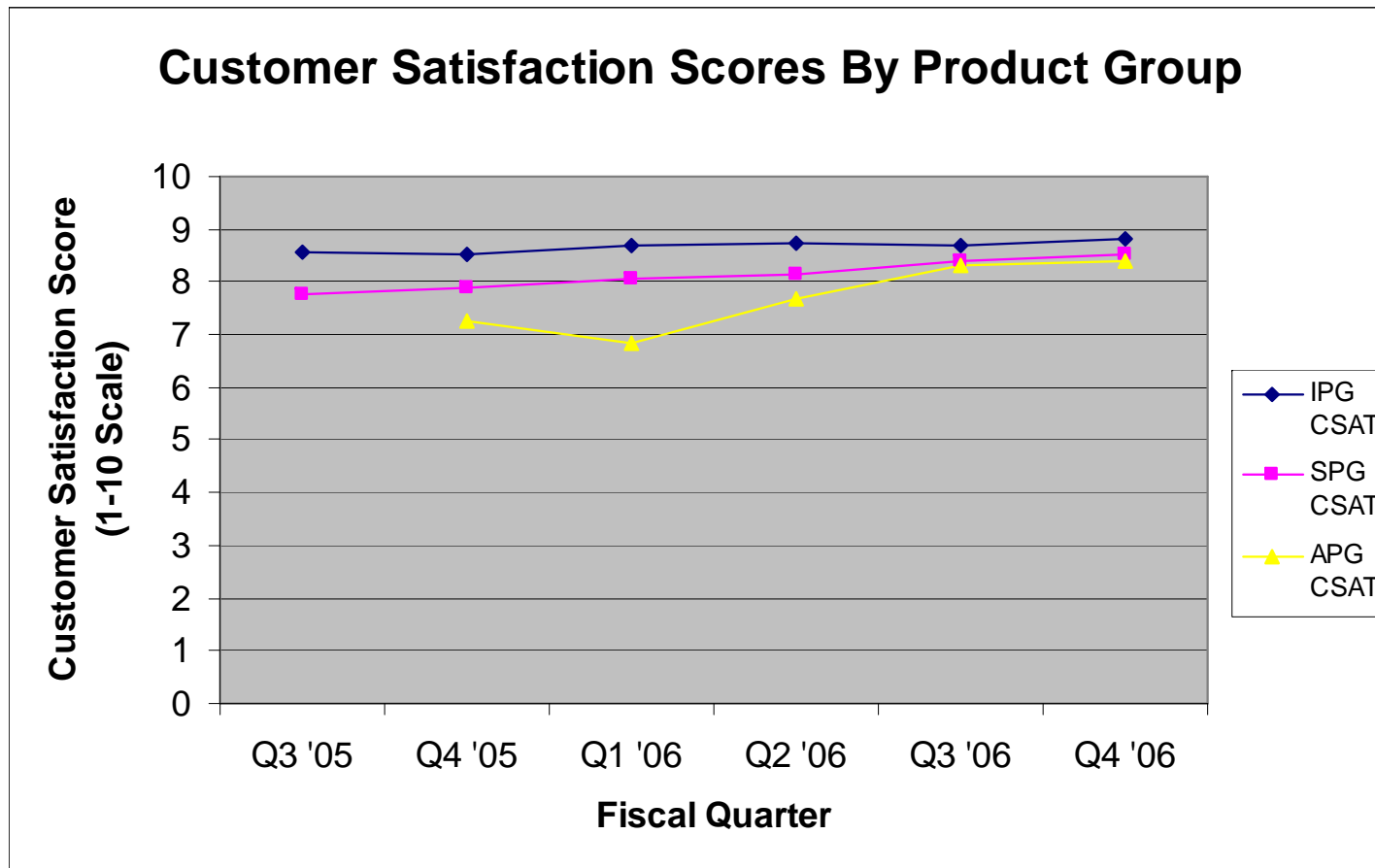
Developed a “Have You Checked Out the CSC Lately?” Email campaign highlighting the key features of CSC and J-Net Forums; Target Audience includes:

- All new CSC account registrants
- All CSC accounts who haven't logged on during the past 6 months
- Quarterly email broadcast to frequent P3 & P4 case generating customers after trending analysis of case data



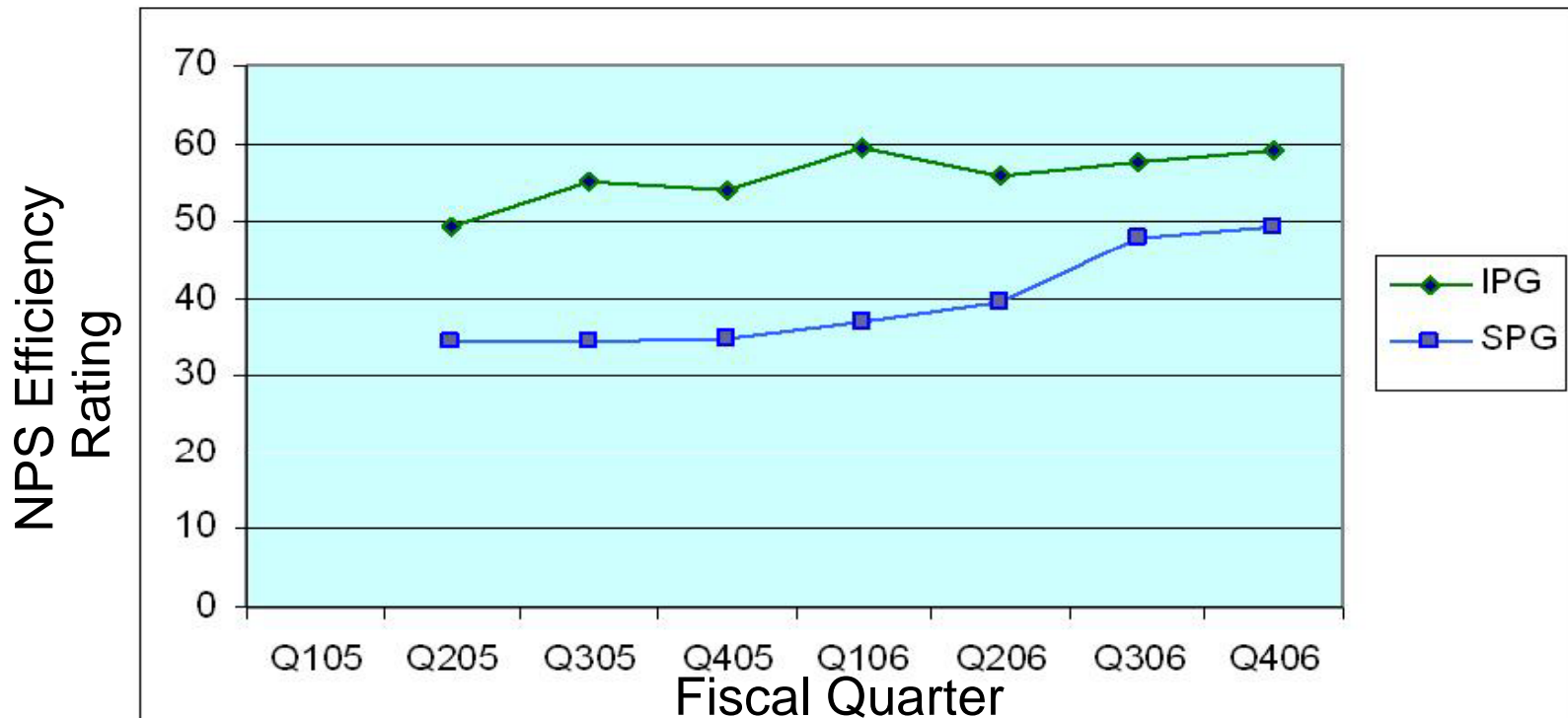
The Results - Actual Customer Impact

Customer Satisfaction Index shows steady improvement and execution to industry-best levels:



Actual Customer Impact

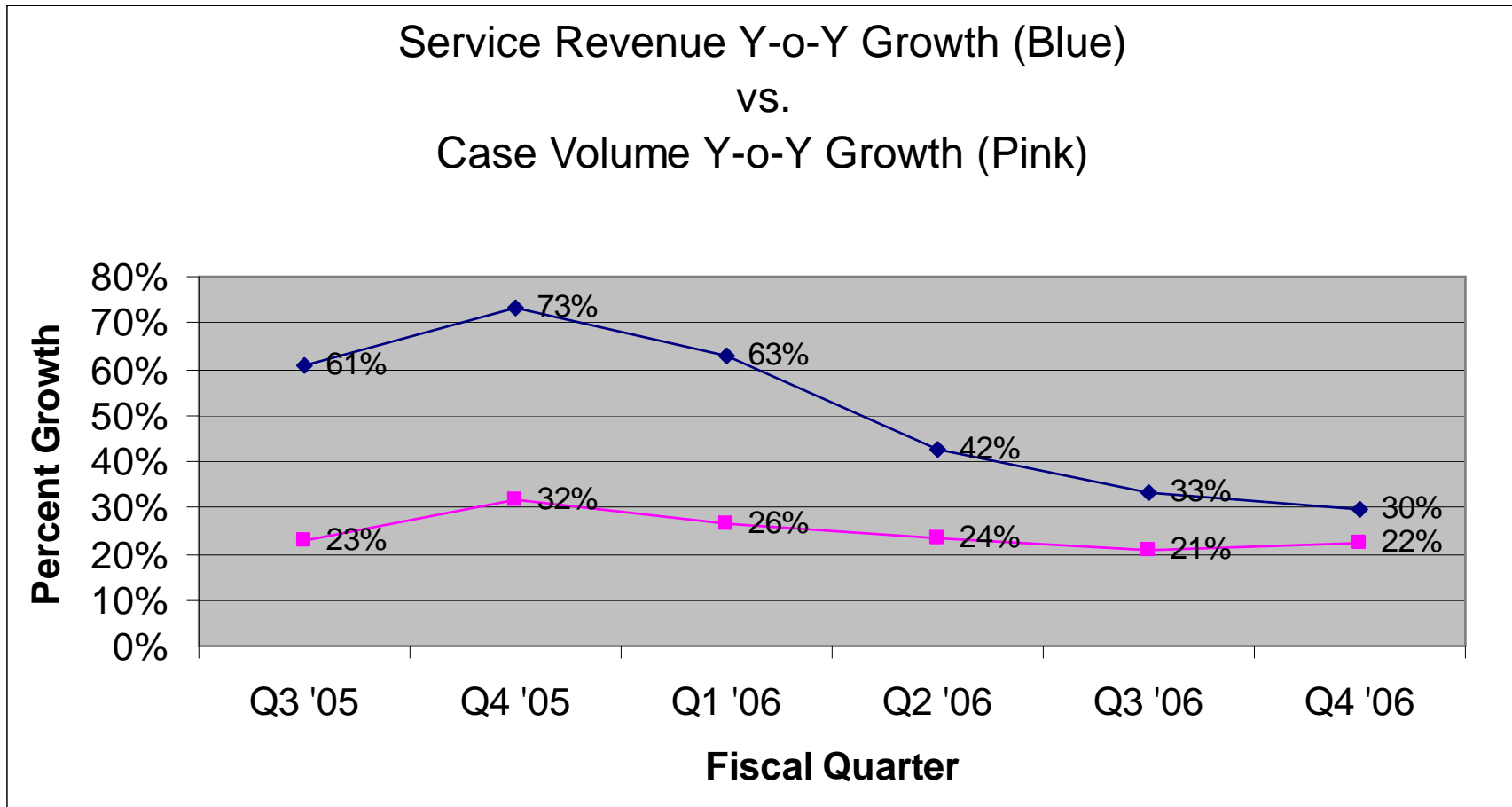
- Juniper Networks Net Promoter Score* on its Infrastructure Products and its Security Products show steady improvement. According to Fred Reichheld, “Those with the most efficient growth engines---operate at NPS efficiency ratings of about 50 to 80 percent” (The Ultimate Question, 2006)



*Ownership of the Net Promoter Score is shared by Satmetrix Systems, Inc., Bain & Company, and Fred Reichheld

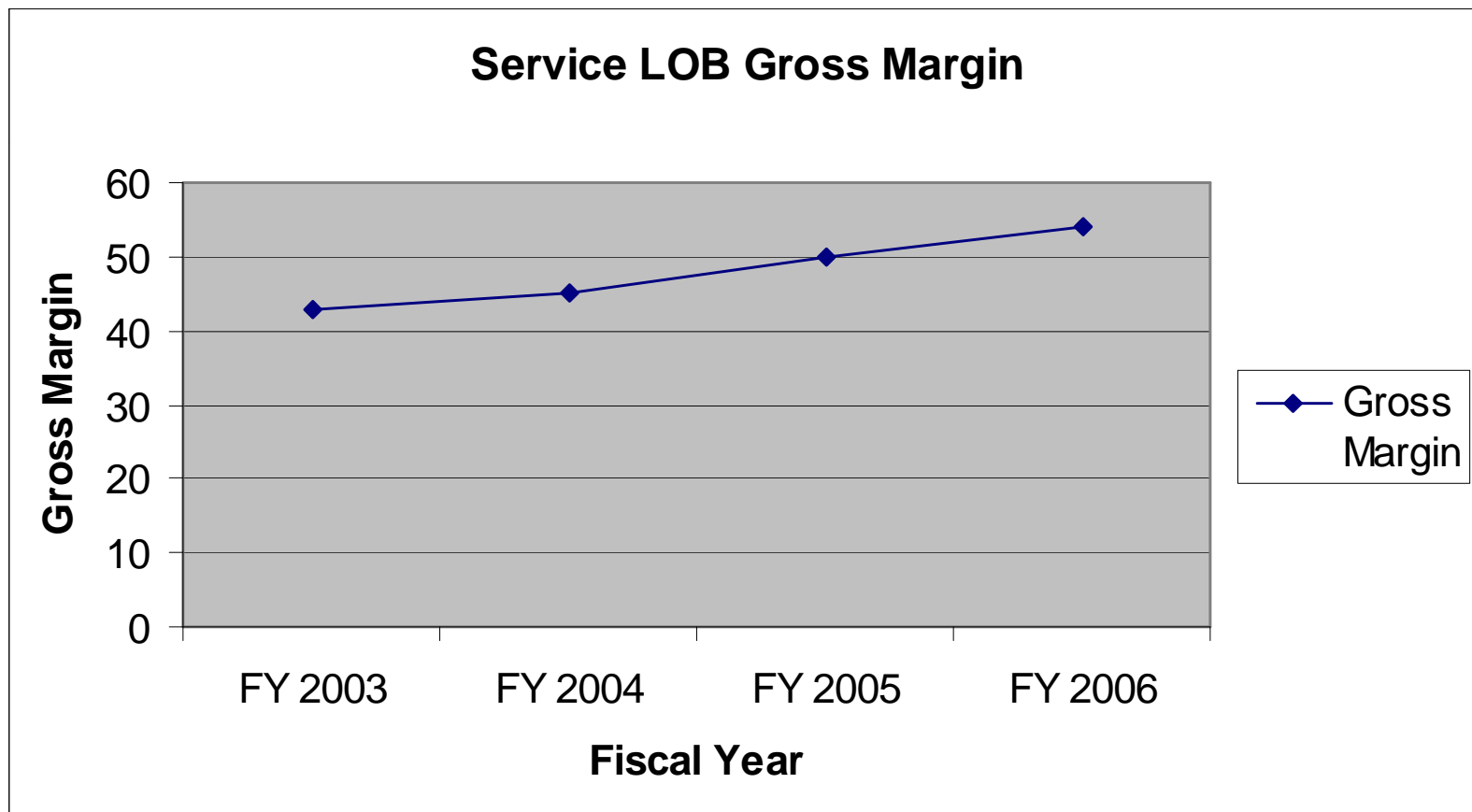
Actual Business Impact

Case volume growth remains relatively down-to-flat against an the growth of service revenues which cumulatively add significantly-more entitled customers into the install base



Actual Business Impact

Consistent margin improvement with a increasing eSupport contribution



eSupport ROI Composite Model

- Triangulation is a key tenant of the *Juniper Networks eSupport ROI Composite Model*
- Our methodology is to gather a wide variety of evidence to determine the true return on investment (ROI) of eSupport
- As opposed to relying on any single piece of evidence or model as the basis for findings which may over- or understate the ROI validity, multiple forms of diverse evidence that span a variety of sources are leveraged

eSupport ROI Composite Model

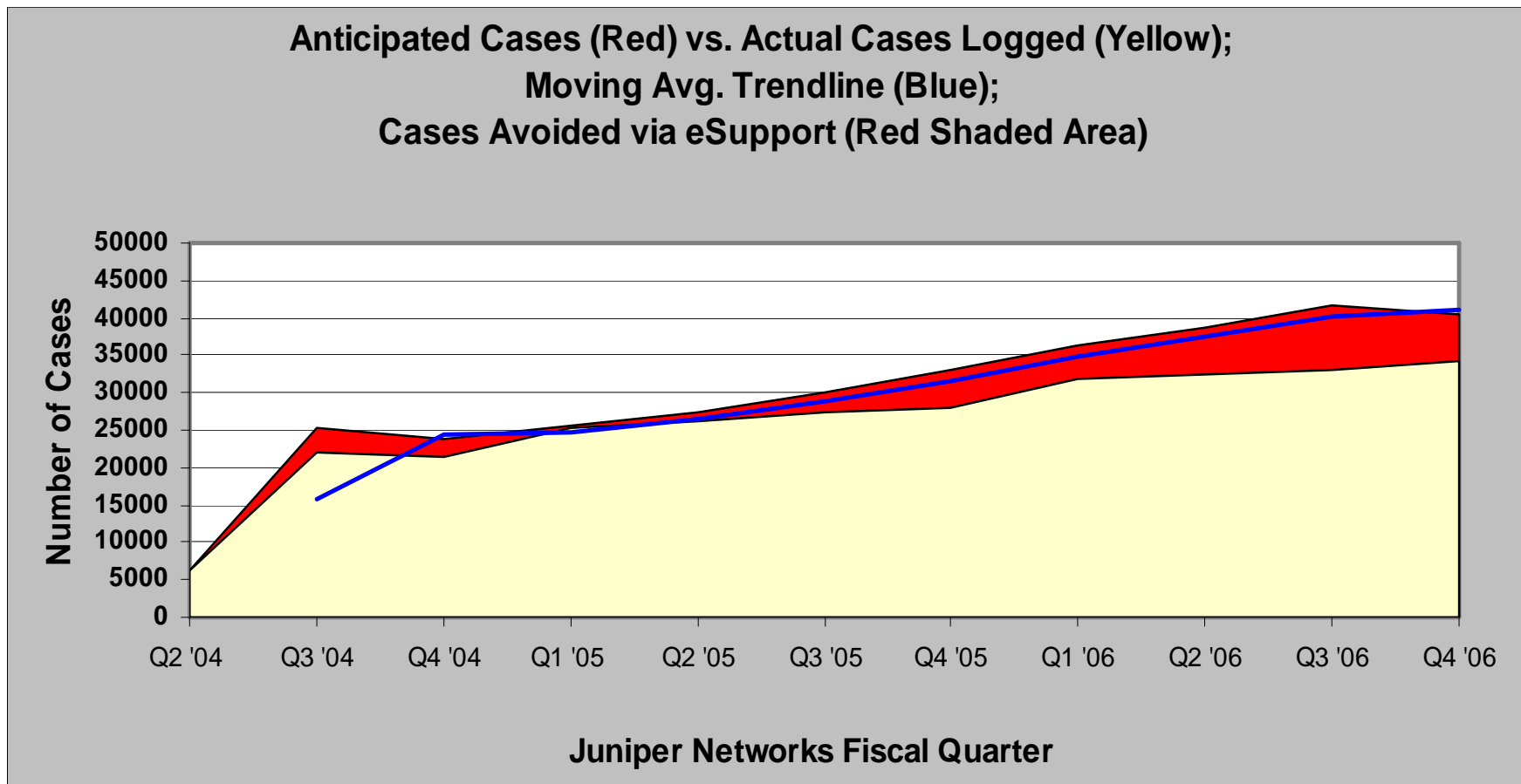
- While the same biases in evidence collection may still come into play, because more sources for evidence are being used to shape each eSupport ROI model in the composite, each model serves to cross-check the others, increasing the overall composite accuracy
- We believe that this methodology offers a truer picture of the Juniper Networks ROI for eSupport, and instills a greater degree of confidence in the projected ROI

eSupport ROI Composite Model

Historical Case Volume Model		User Session Model:		Industry Comparison Model	
	FY 2006		FY 2006		FY 2006
Projected Number of Cases At Historical Growth Trends (6 Qtr. Trailing Avg)	160,606	Secure CSC Sessions	778,959	Avg. Monthly case volume for SSPA members (\$1-10B) supporting highly complex products/Networking	14,016
Actual Number of Cases	131,556	% Success via Survey	50%	Juniper's Avg Monthly Case Volume	10,963
Delta (Avoided Cases)	29,050	% Case Attach Rate Without eSupport/CSC	10%	Delta (Avoided Cases)	3,053
Avg. Case Cost	\$300	Avg. Case Cost	\$300	Avg. Case Cost	\$300
Annual Savings	\$8,714,915	Annual Savings	\$11,684,385	Annual Savings	\$10,989,000

Historical Case Volume Model

Projected case volume growth rate is based on the trailing 6 quarter actual case volume increase average

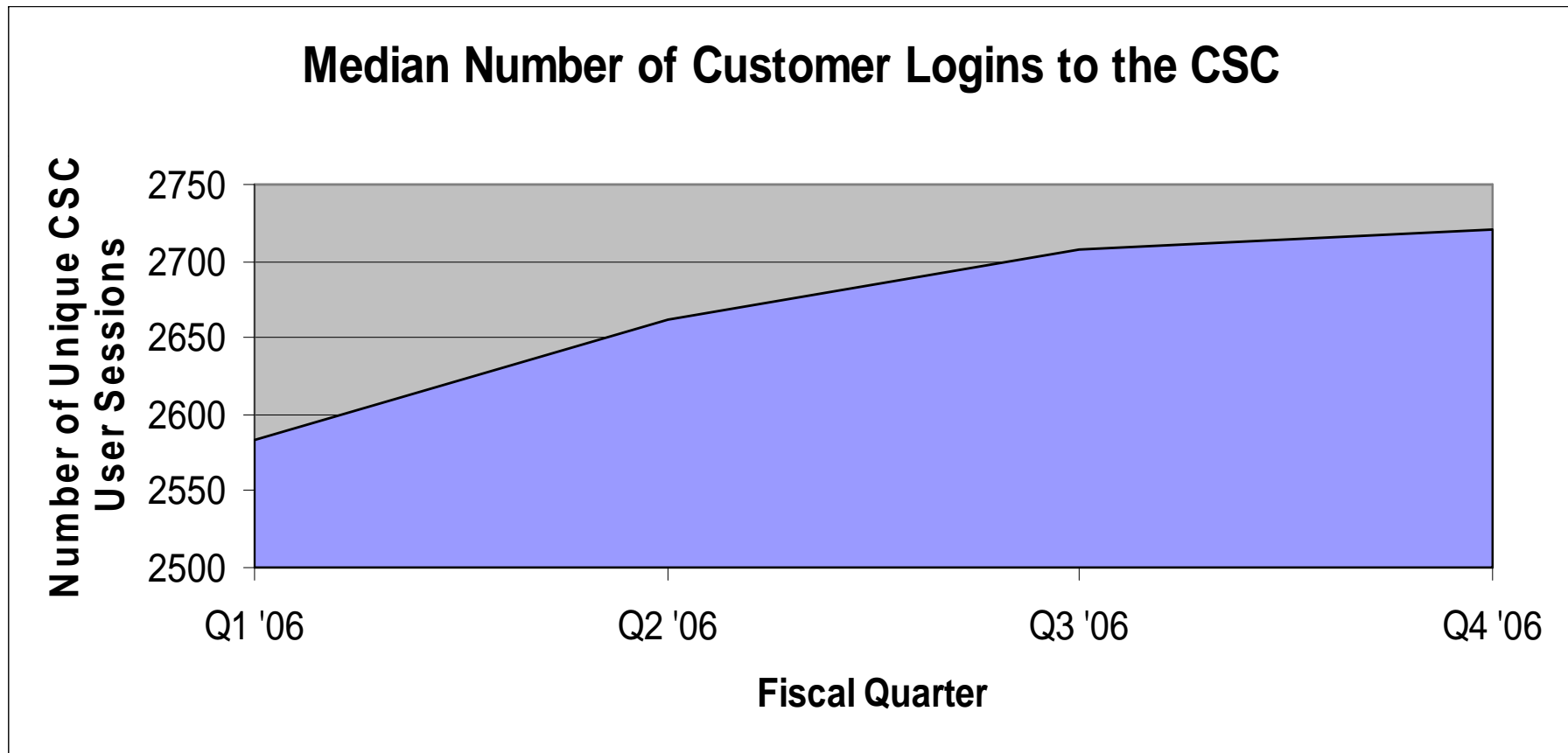


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User Session Model

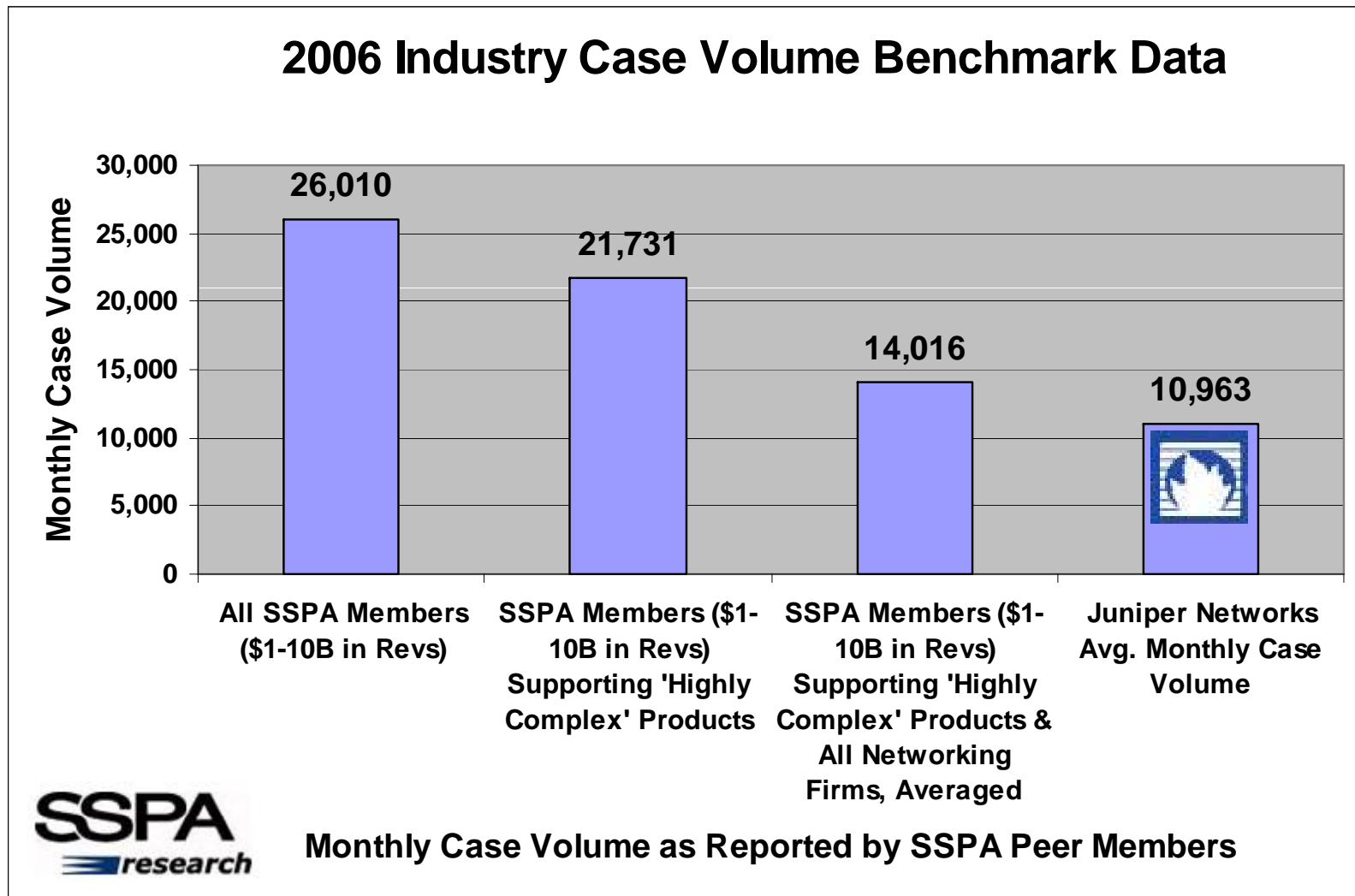
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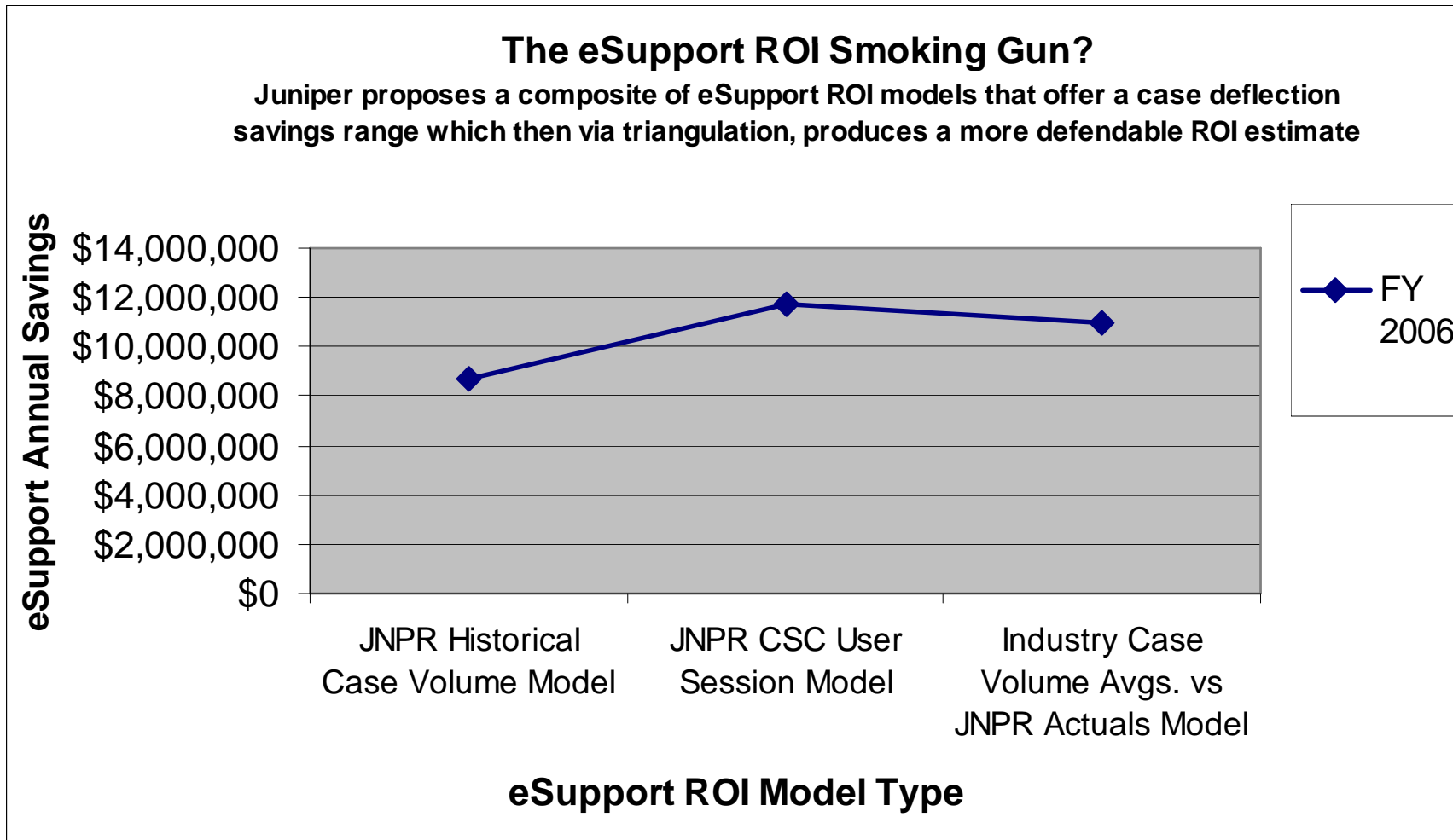
Industry Comparison Model



eSupport ROI Composite Model

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eSupport ROI Composite Model



Lessons Learned

- What customers say they do often varies from what they *actually* do
 - User data-wake analysis eliminates hunches based on limited, sometimes vague, anecdotal feedback – and provides a clear picture of the customer’s behaviors and how they actually use the online self-help resources
- Data analysis leads to better questions asked causing more granular data analysis
- A clearer picture and understanding of customer needs and portal use creates focused and powerful business cases for both incremental improvement and for larger, capitalized investments, driven with the right priorities

Lessons Learned

- If you haven't done so yet, adopt the continuous improvement methodology and practice it continuously. If you already employ this methodology, keep up the investment of time and resources.
- The old adage, "You can't manage what you can't measure" still rings true! Use the time between major tool launches and systems upgrades to measure how your recent improvements are being utilized, as well as each tool's effectiveness in providing self-help that is satisfying your customers
- Obtain feedback from your customers, partners, and from industry experts to help identify areas within your online support experience that require improvements

Lessons Learned

- Take advantage of the incremental improvement opportunities as well as the forklift site upgrades
- You are responsible to demonstrate that past investments in eSupport deliver positive impact - only then will you be able to garner additional funding and executive support to make strategic investments to improve your customers' online support experience

Customer Service Awards & Recognition



May 2006 & 2007 – Ranked among World's Best in Online Support

Juniper Networks Global Customer Support Web site, the [Customer Support Center](#) has been recognized by the Association of Support Professionals (ASP) for outstanding performance and innovation in online service and support



April 2007 – CRM Magazine 2007 Service Elite Award

[Juniper Networks Web-Support Services](#)

CRM magazine acknowledges five companies, including Juniper Networks that realized eye-catching returns on their contact center services and technology investments with service-and-support deployments.



April 2007 – [Field Service 2007 – Leader in Logistics Deployment and Management](#)

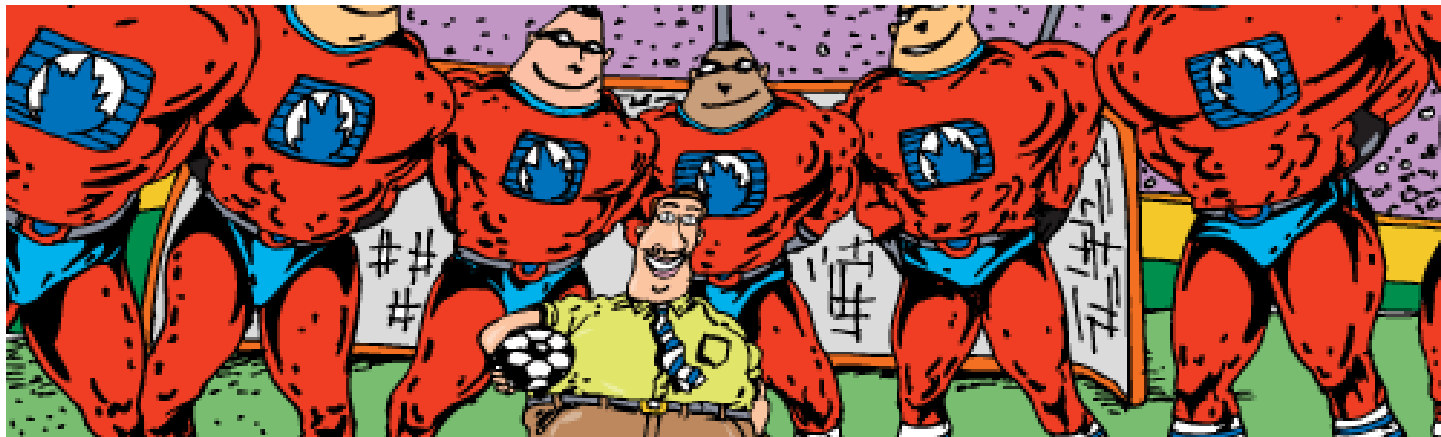
Field Service 2007 hosted over 300 leading senior-level service industry professionals who are committed to improving their service organization's profitability and customer satisfaction. The event covered topics that are of fundamental importance to service and support initiatives. Field Service is the largest trade show devoted to the field service and support industry.



March 2007 – [Servigistics Recognizes Clients for Service Excellence](#)

Servigistics Inc., the leading strategic service management solution provider, today announced the winners of its second annual "Strategic Service Excellence" Awards, which are given to companies that are successfully using the Servigistics solution to transform their service business and dramatically improve revenue, profitability and customer service levels.

Thank you! Questions?



“It sure is nice having the Juniper eSupport team standing behind me!”

The Juniper Networks Global eSupport Team
Sunnyvale, CA * Westford, MA * Wichita, KS * Melbourne, Australia