

# Developing a Collaborative Global Support Environment

Andy Westlund

North America Support Director  
Mentor Graphics Corporation

Services Industry Summit  
Las Vegas, Nevada  
October 6 – 8, 2008

**Mentor  
Graphics®**

# Introductions

## ■ Mentor Graphics Corporation

- A technology leader in Electronic Design Automation solutions
- Established in 1981; today 4500 employees worldwide
- FY 2008 revenue: \$880M; Support Revenue: \$290M

## ■ 500+ support professionals in 14 countries worldwide

- Service Capability & Performance (SCP) certified since 1999



# Meet Andy Westlund

**Tom Floodeen**  
Customer Support Division  
Vice President / GM

**Andy Westlund**  
North America Support  
Director

**Mentor  
Graphics**®

Mentor Graphics Corporation  
8005 S.W. Boeckman Road  
Wilsonville, OR 97070-7777

**Andy Westlund**  
North America Support Director

**STAR**  
SERVICE  
EXCELLENCE  
AWARD  
HALL OF FAME

(503) 685-4774  
Cellular (503) 860-4125  
andy\_westlund@mentor.com  
www.mentor.com

## ■ Mentor Graphics History

- 1988-92: Software Development
- 1992-95: Customer Support CAE
- 1995 - present: Support Mgmt

## ■ Education

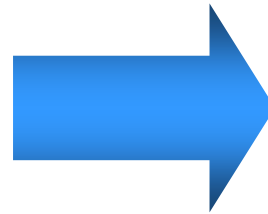
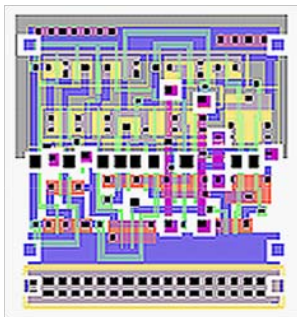
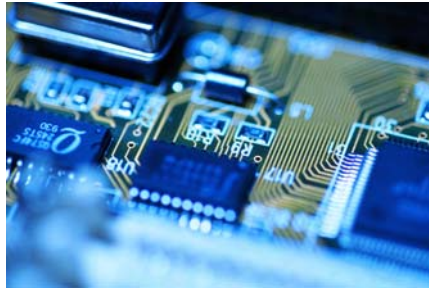
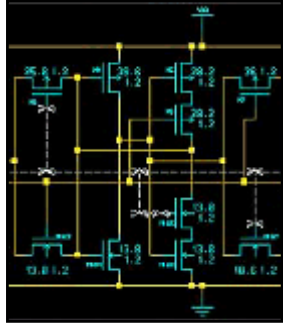
- BSCS: Oregon State University
- MBA: Portland State University

## ■ Personal

- Home near Portland, OR, USA
- Married, two sons in college



# What is Electronic Design Automation?



**Turning Ideas into Products...  
Better, Cheaper, Smaller, Faster**

# Mentor Graphics Customer Support

## ■ Vision

- Remain the Services leader in solving our customers' design problems any time, anywhere

## ■ Mission

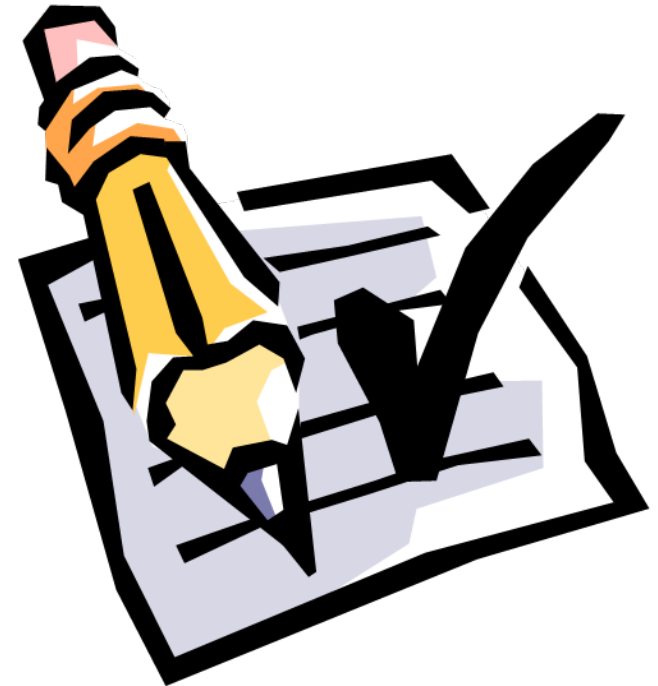
- **Eliminate the barriers** between our customers and our technology
- Strengthen Support as a competitive differentiator for Mentor Graphics

## ■ The *only* 5 STAR support in EDA



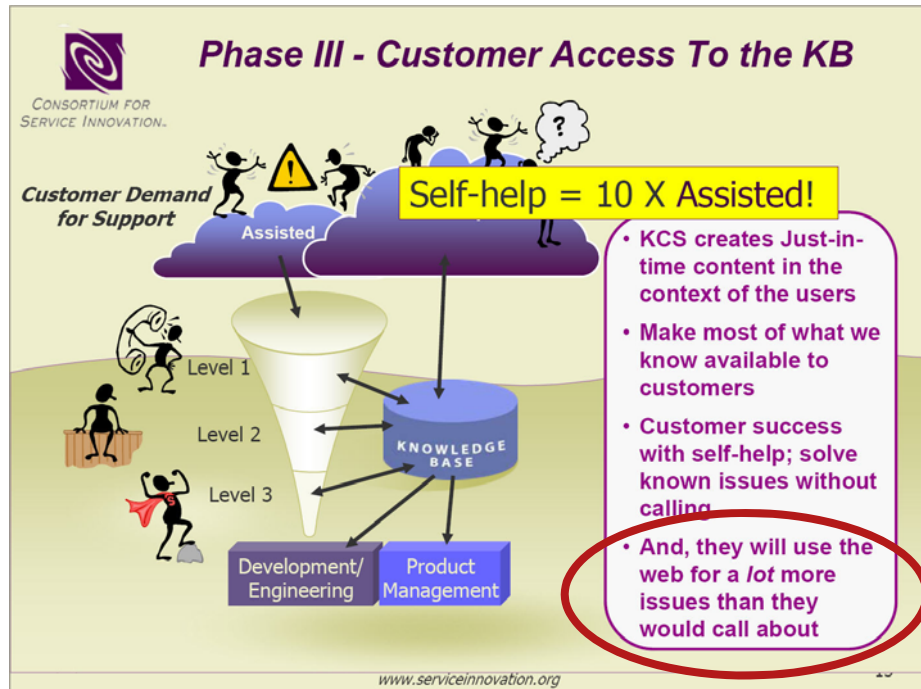
# Presentation Topics

- **Evolution of support**
  - From phone to web and beyond
- **External collaboration**
  - Mentor Graphics Communities
  - Enhancement voting web site
- **Internal collaboration**
  - Profile, Objective, Strategy, Tactics
  - Worldwide skills-based routing
  - Proactive “assistance offered”
- **Results and Summary**



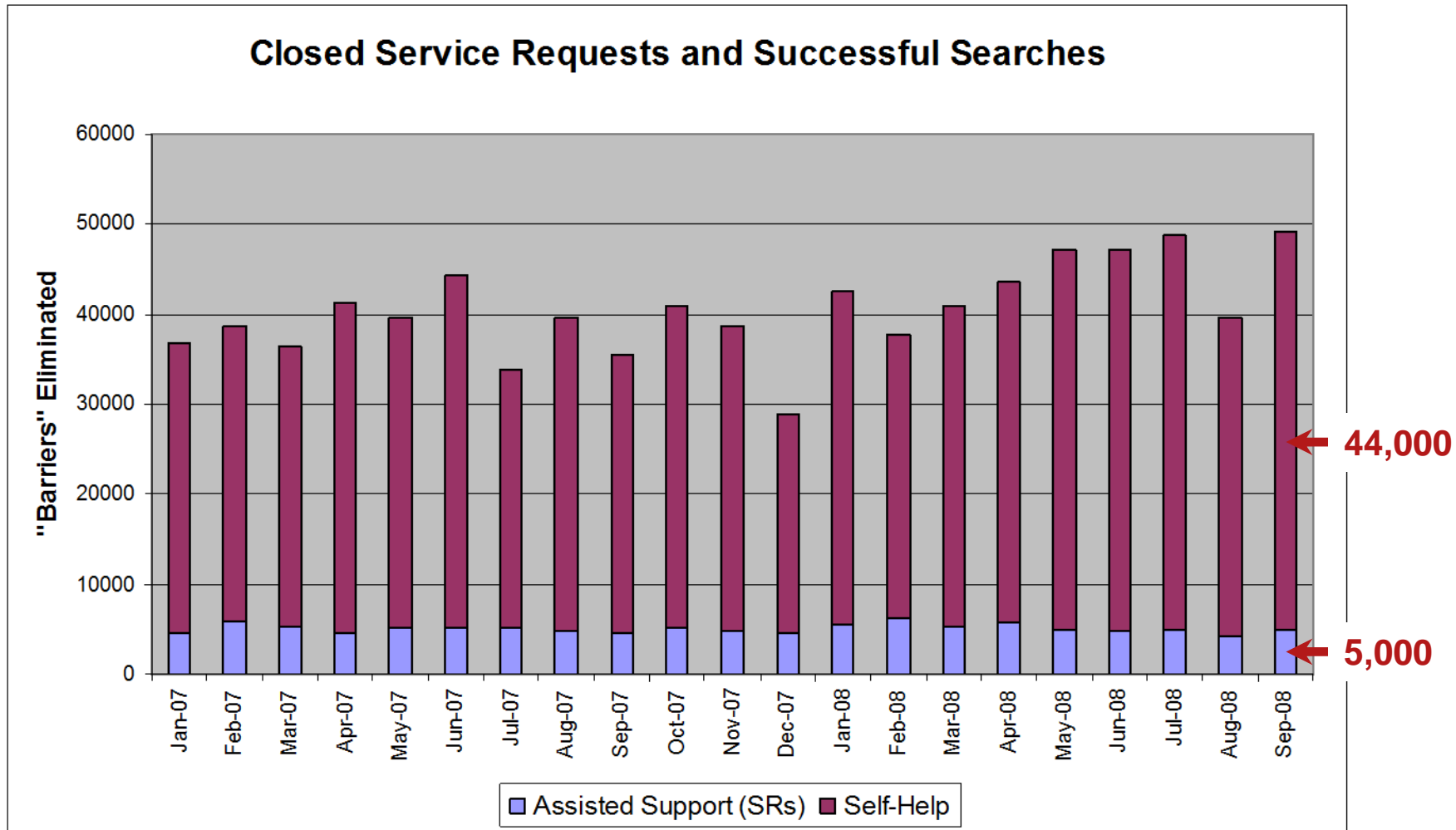
# Evolution of Support

## Mentor Graphics Web Support Philosophy



- **Web support does not replace our people**
  - It's a different way to access our people and their expertise
  - Win-Win-Win
- **No takeaways from a customer perspective**
  - The phone is still available if needed
- **Web support isn't free**
  - Support agreement required

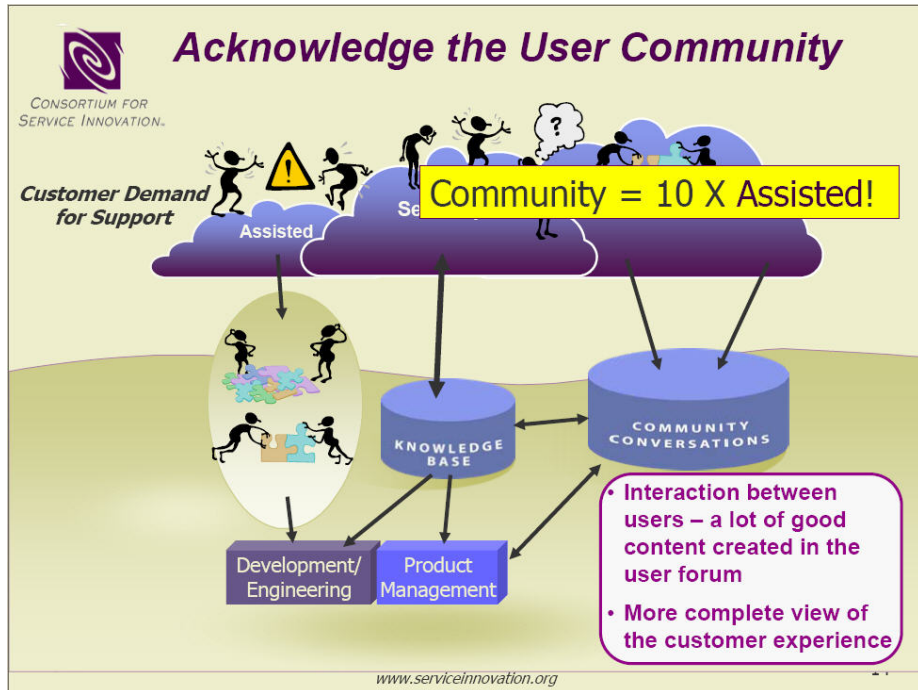
# Self-help is Approaching 10x Assisted!





# Evolution of Support

## Mentor Graphics Communities Philosophy



- **Communities do not replace support agreements**
  - Communities offer access to a different kind of knowledge: Other customers' experience
- **Managed in-house**
  - We offer unique value through committed Product Division involvement in content
- **Community access is free**
  - Accessible without a support agreement

# Why Communities?

## It is what the web is becoming...

“Web 2.0 refers to a perceived second generation of web based **communities** and hosted services — such as social-networking sites, wikis and folksonomies — which **aim to facilitate collaboration and sharing between users**” – *Wikipedia*

## As a result everyone seems to be trying it...

“...as the benefits of building and maintaining an online community become more apparent and easier to measure (and as more and more customers expect to be able to connect with other customers), ***everyone will have one.***”  
– *Measuring Success of Online Communities*; Patricia Seybold Group

## They can benefit members...

“... social networks have value. Just as a screwdriver (physical capital) or a college education (human capital) can increase productivity (both individual and collective), so too **social contacts affect the productivity of individuals and groups**” – *Robert Putnam*

## They help our customers...

“Gives knowledge **impossible to acquire in other ways**”  
– *Mentor Graphics customer*

# Mentor Graphics Communities

The screenshot shows the Mentor Graphics Communities website. At the top, there is a navigation bar with links for PRODUCTS, SOLUTIONS, SUPPORT, TRAINING & SERVICES, and COMPANY. Below this is the Mentor Graphics logo and a search bar. The main content area is titled "Mentor Graphics Communities" and includes a sub-header "A Place to Learn, Share, and Network." There are sections for "New to Community?" with a "Close" button, "Communities" listing various product groups like IC Layout Verification and Optimization, PCB Systems Design, ASIC/FPGA Design & Verification, Electrical System Design and Harness Engineering, and New Member Area/Community Feedback. A "What's New" section features an announcement: "Welcome to the Mentor Graphics Communities!" by Community\_Admin at Apr 3, 2008 4:39 PM. This announcement lists instructions for joining, participating in discussions, blogs, and wiki pages, and provides feedback links. Below the announcement is a "Join Now" button and a list of recent community posts with their authors and timestamps.

- **Launched in April 2008 with three product groups; a fourth added in August**
  - Phased approach to launch
- **Vendor: Jive Software**
  - Clearspace X 1.10
  - Includes discussions, blogs, documents, user profiles
- **Employees' role:**
  - Join, regularly visit, participate, encourage customers to participate

# communities.mentor.com

Learn – Share – Network

Author	Subject	Views	Replies	Last Post
tom.floodeen	How can I get Calibre run only parser and help me get an 'effective' parsed rule file?	49	1	10/23/2008 4:39 PM
tom.floodeen	How to switch between lumped and distributed extraction depending on position in layout?	28	0	10/23/2008 4:39 PM
tom.floodeen	How to debug TTY calibre deck	1,021	4	10/23/2008 4:39 PM
tom.floodeen	Introduce yourself	3,191	24	10/23/2008 4:39 PM
tom.floodeen	Run Calibre Interactive in Batch mode	95	2	10/23/2008 4:39 PM
tom.floodeen	Super Simple TTY example	46	1	10/23/2008 4:39 PM
tom.floodeen	U2U 2008 Registration is Open!	98	1	10/23/2008 4:39 PM
tom.floodeen	HCELL selection for LVS	2,104	16	10/23/2008 4:39 PM

[Forums](#)

**HCELL selection methods** VERSION 4 PUBLISHED

Created on: Apr 23, 2008 4:39 PM by chris\_balcom - Last Modified: May 5, 2008 4:44 PM

[Wiki docs](#)

## Mentor Graphics Communities

A Place to Learn, Share, and Network.

### Top Members

[View all Members](#)

- [Sledge\\_Hammer](#) ★★★★★
- [karen\\_chow](#) ★★★★★
- [dave\\_brady](#) ★★★★★
- [James](#) ★★★★★
- [jm](#) ★★★★★
- [Ed\\_Goldman](#) ★★★★★

[Member ratings](#)

**What's New**

ANNOUNCEMENT: Welcome to the Mentor Graphics Communities! by Community\_Admin at Apr 3, 2008

These communities have been created to give our customers, distributors, and interested design professionals a place to learn, share, and network.

- Join:** It's easy, or just login using your SupportNet account
- Participate:** Discussion forums, industry blogs, and wiki pages
- Feedback:** New Member Area, Polls, and Community FAQ's
- Update:** Our PCB Community is here! Be sure and check out our latest PCB...

Tom Floodeen  
Vice President, Customer Support Division  
Mentor Graphics

### Popular Tags

[Browse all tags](#)

pcb dave\_brady hyperlynx\_analog functional\_simulation schematic\_simulation happy\_holden spice ezwave pcb\_simulation functional\_verification sim pspice hdi eldo 2008

[Tag clouds](#)



[RSS feed of this list](#)

[RSS enabled](#)

**DRC, LVS, Parasitic Extraction - Calibre**

Welcome (customize) All Content (44) Discussions (29) Documents (3) Blog Posts (12)

### Blog Posts

15 Items per page Filter: All Blogs

**Is it always too late to do DFM?** in Calibre Blog: Digital IC Insights  
Posted by David\_Abercrombie Sep 16, 2008

In meeting with customers to discuss DFM, I often get the response that it is too late for this technology node so let's wait for the IP libraries are developed or purchased very early in the design cycle and no one wants to spend time or money to re-design that is also already established and no one wants to spend the time and money to modify it. In other words, all the resources are already...

[Blogs](#)

Using Web SPICE Models in HyperLynx Analog

What if Need? 16 hours

Do You with P 17 hours

Comment 17 hours

Is 'sing 17 hours

[Videos](#)

**roman's Profile**

Name: (Private)  
Email: (Private)  
Member Since: Jun 29, 2008  
Last Logged In: Jul 12, 2008 11:03 PM  
Status Level: ★★★★★ Lurker (9 p...)  
Location: Israel  
Occupation: Lay CAD  
Expertise: Verification tools m...  
Homepage: <http://www.linkedin.com>

[Member profiles](#)

# Community Participation

## Guidelines for Employees

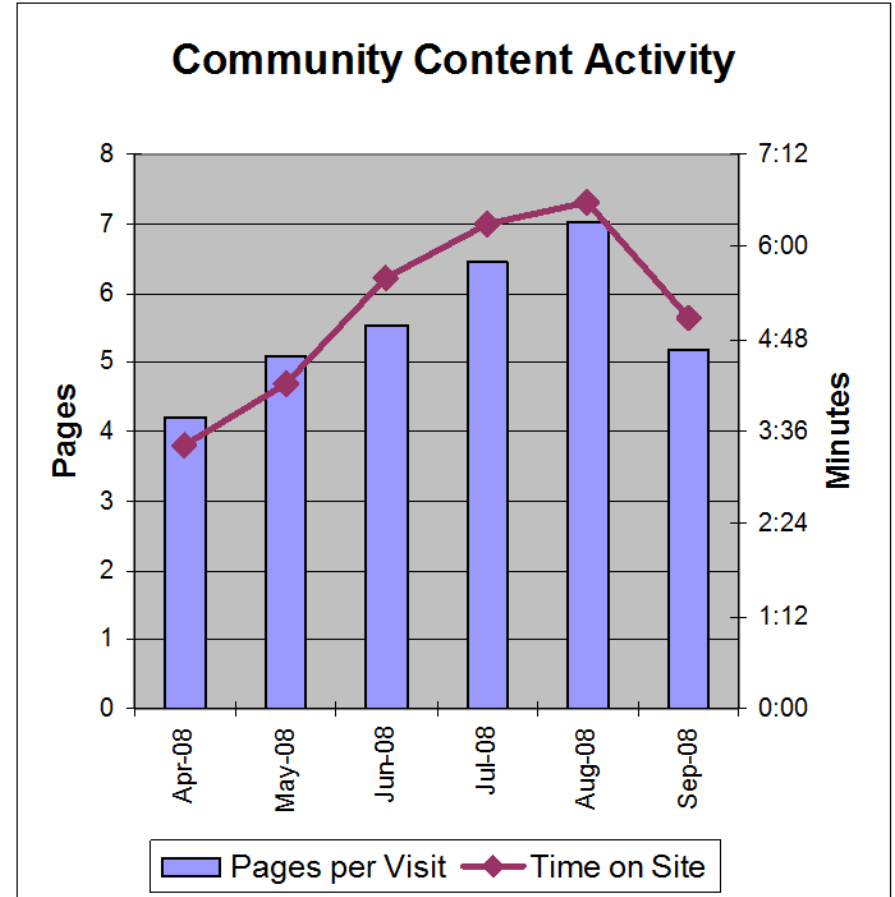
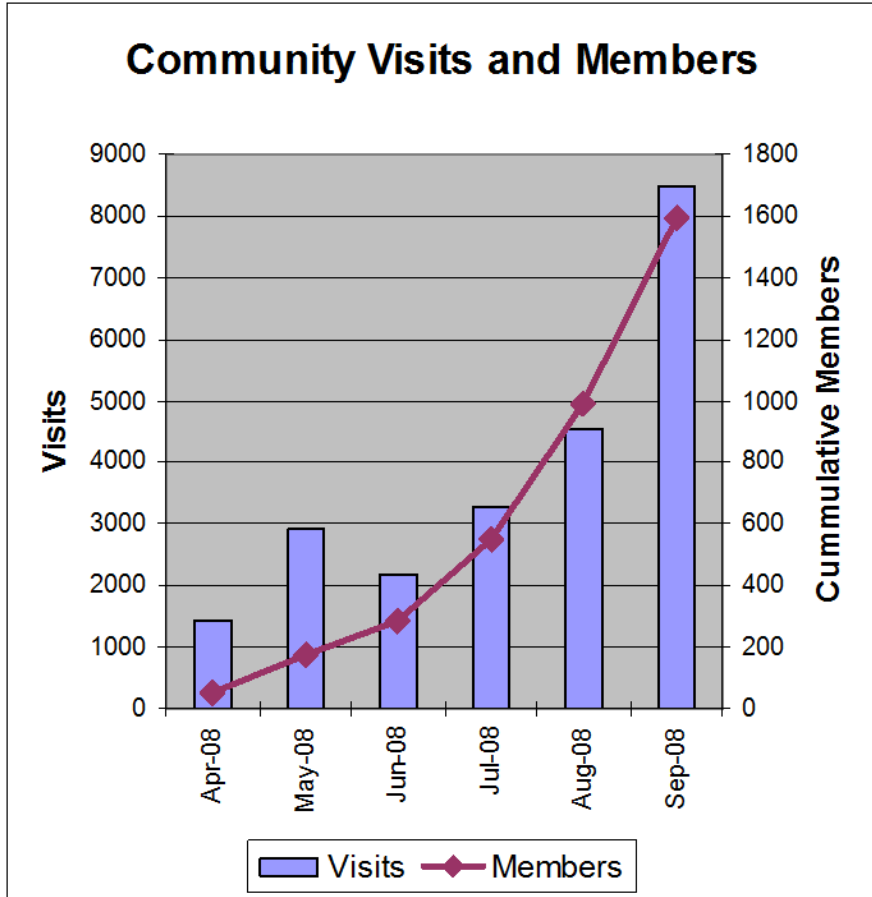
### ■ Protecting our Support IP

- Post links to SupportNet\* content rather than the content itself
- Rather than answer a question directly refer users to other users who may be able to answer the question
- If a question goes unanswered—and it is a support-related issue—suggest that the poster open a Service Request

### ■ Business Policies

- Identify yourself and your role as a Mentor Graphics employee
- Remember that you represent the company
- Tell the truth, but don't divulge proprietary company information
- Respect others; respond promptly; add value
- Use common sense

# Community Measures



# Putting the Community to Work

- *Mentor Ideas*
- Customers propose product enhancement ideas, vote and discuss
- Product Development focuses on top vote-getters
- Customer Support gets out of the way
- Currently two product groups; more planned

# Mentor Ideas Results

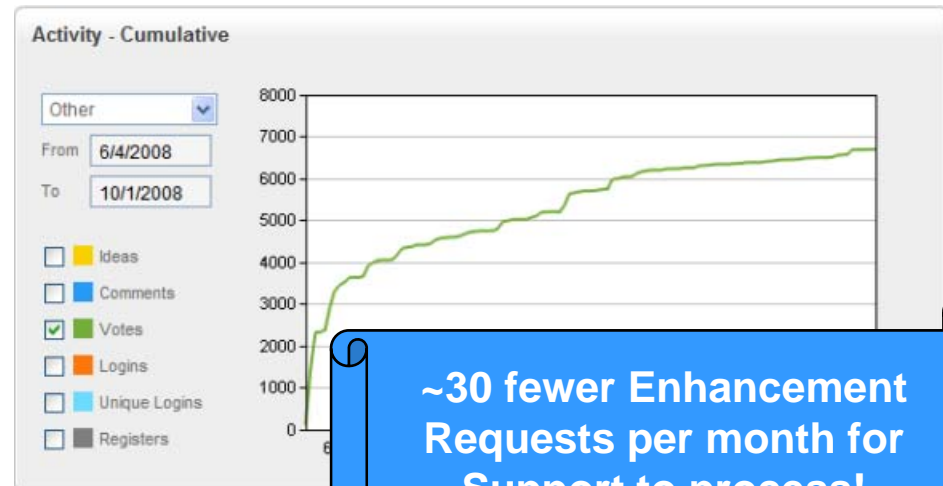
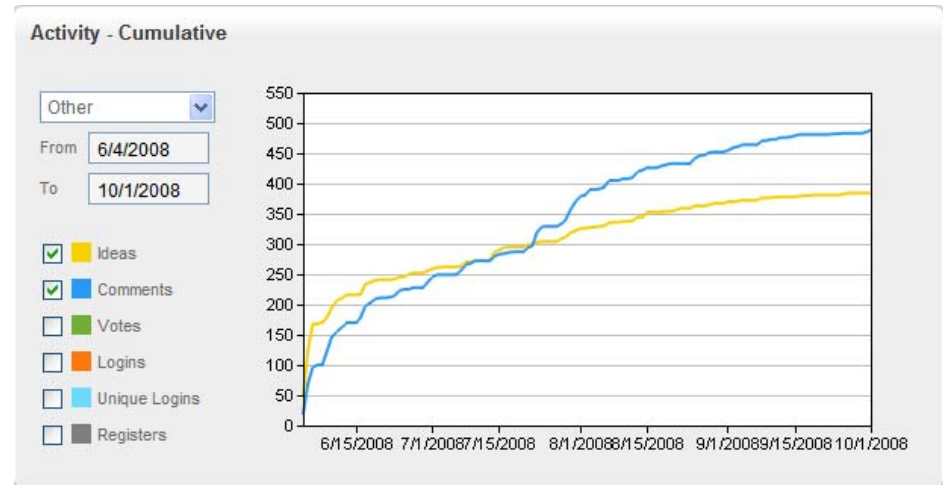
- **Good customer feedback**

- **As of October 1st:**

- 384 ideas
- 486 comments
- 6696 votes
- 505 users

"I think it is a good idea— if it bears fruit. That is, if Mentor actually **DOES SOMETHING** with the data gathered."

- Mentor Graphics Customer



~30 fewer Enhancement Requests per month for Support to process!



# External Collaboration

## What have we Learned?



- **It's still early...**
- **We *know* it takes ongoing Product Division commitment**
- **Key characteristics of community collaboration:**
  - Participation is optional
    - 90 – 9 – 1
  - Contributors want to share their expertise and be known as experts
  - Fresh content is key

# Internal Collaboration, c. 2008

## ■ Profile

- Each country / region primarily handles local Service Requests
- Collaboration across regions occurs only in “reactive mode”, when assistance is explicitly requested

## ■ Objective

- Leverage expertise wherever it is in the world in resolving Service Requests and Requests for Assistance from anywhere in the world

## ■ Strategy

- Retain benefits of local support while encouraging more proactive forms of collaboration (offering help before it is requested)

## ■ Tactics

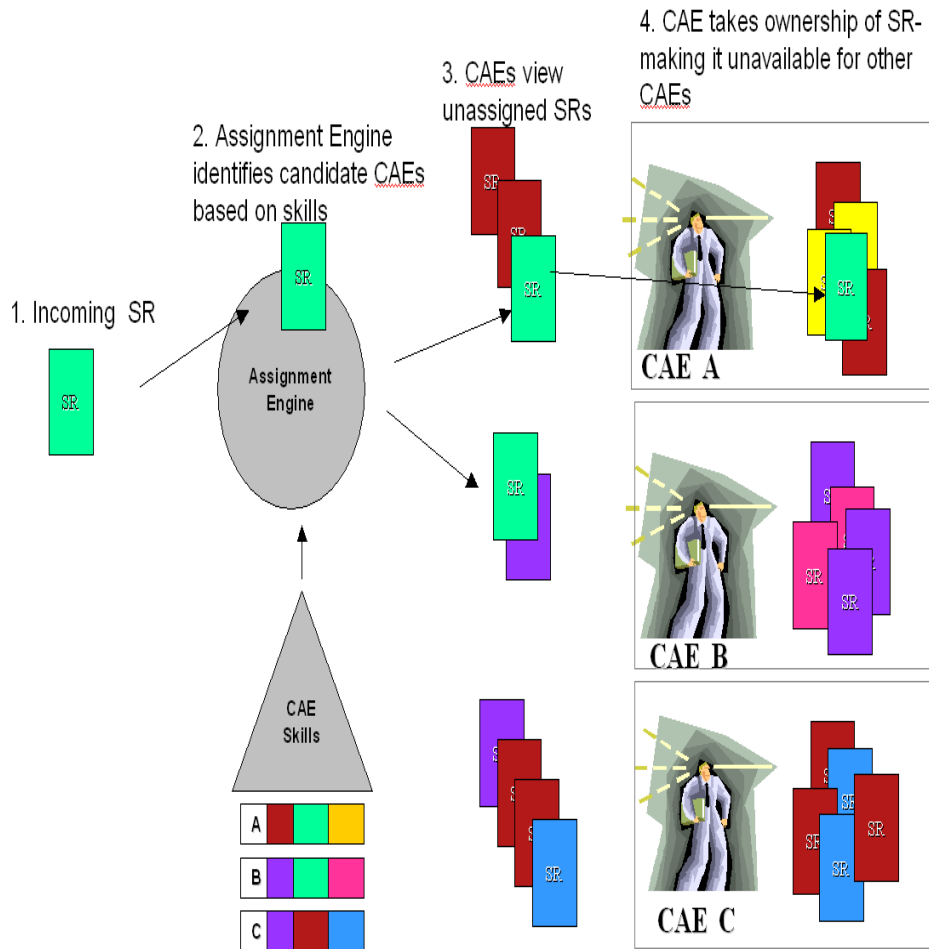
- Implement worldwide skills-based routing with new Siebel release
- Develop systems and culture to encourage proactive collaboration

# Reactive Collaboration

- **Typically, when a CAE\* needs help they must formally ask for it**
  - Especially across regional boundaries
  - “Request Assistance” (RA) activity in Siebel
- **Taking ownership of an RA represents additional work for the responder**
- **Other mechanisms:**
  - email exploders



# The New System: Siebel 8



## ■ “Personal Queues”

- i.e. Worldwide skills-based routing
- CAEs with a given Product skill set will see SRs and RAs from other regions as well as their own

## ■ Design principles:

- Use “out of the box” functionality as much as possible
- Make it flexible and easy to maintain

# Worldwide Skills-Based Routing

## How *Should* we Operate?

- **As a norm, Service Requests in a region should be owned by (assigned to) a CAE in the same region**
- **Advantages:**
  - Same or similar time zone
  - Common language
  - Established customer relationships
  - Culture / rapport
- **The norm can quickly change for emergency coverage**
- **Problems with CAEs taking SRs from other regions:**
  - Allows customers (including mass market) to potentially receive after-hours support for free
  - Bypasses designated CAEs assigned to high-value accounts

# Recall Our Collaboration Objective:

## ■ Objective

- Leverage expertise wherever it is in the world in resolving Service Requests and Requests for Assistance from anywhere in the world

**How do we accomplish this if we're saying that (as a norm) CAEs should not take Service Requests from other regions?**

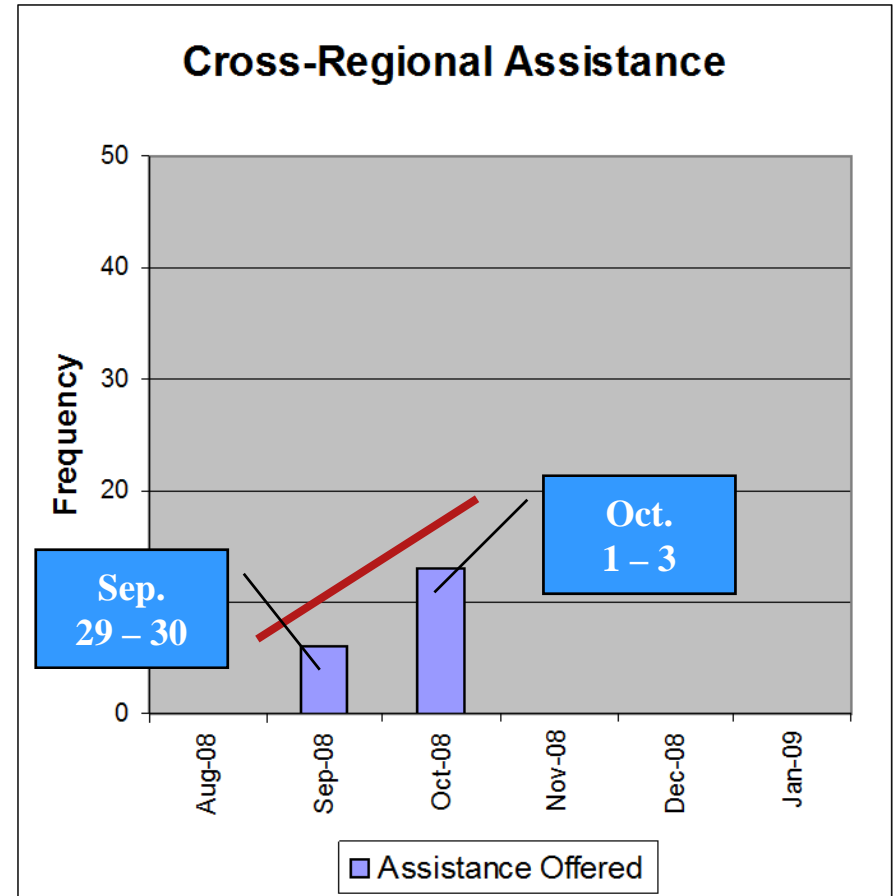
# New Paradigm: “Assistance Offered”



- **Proactively offering help before being asked**
  - CAE adds an Assistance Offered activity to the SR and leaves it unassigned
- **Culture of volunteerism instead of “more work”**
  - Similar to Communities
  - As time allows
- **Keep the process simple**
  - Say **Thank You** when someone helps you

# Results so Far

- **Our new system released on September 29<sup>th</sup>**
  - (Instead of August 8<sup>th</sup>)
  - Limited data
- **The organization is ready for the change...**
  - Bought-into the “Assistance Offered” approach
- **...but we still need to prove it will work**
  - Does global expertise-sharing increase?





# Summary



- **There are parallels between external collaboration and internal collaboration**
  - Volunteerism
  - Contributors want to be recognized for their expertise
- **A bottoms-up approach has yielded a better solution**
  - A simple system and a process designed by the people doing the work
  - A change that is anticipated rather than feared

# Mentor Graphics®

[www.mentor.com](http://www.mentor.com)

The *only* 5 STAR support in EDA