Avid.

Transforming from
Product-Centric to Customer-Centric

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Avid

Corporate Overview

- Market leader in all areas of audio/video digital media creation and finishing
  - From true consumer to high-end professional/enterprise

- HQ in Tewksbury, MA

- 2,700 employees

Our Offerings

Video

Audio

- **Broadcast News**
- **Play-to-Air**
- **Post Production (Film, TV)**
- **3D Graphics**
- **Independent Videography**
- **Home Video Editing**
- **User Generated Content**

- **Pro Audio Editing and Mixing**
- **Post Production**
- **Pro Music Creation**
- **Aspiring Pro/Home Hobbyist**
- **Live Sound & Performance**
- **Notation and Music Education**

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Avid & Our Customers – A Winning Combination

- Avid has won 2 Academy Awards and a Grammy for technical influence and innovation…

- Academy Awards
  - Avid solutions used in every nominated and award-winning film in the major categories (Best Picture, Director, etc.)

- Grammy Awards
  - Pro Tools used by winners in every major category

- Emmy Awards
  - Virtually every prime-time television show edited using Avid video and/or audio solutions, earning 75 Emmy nominations
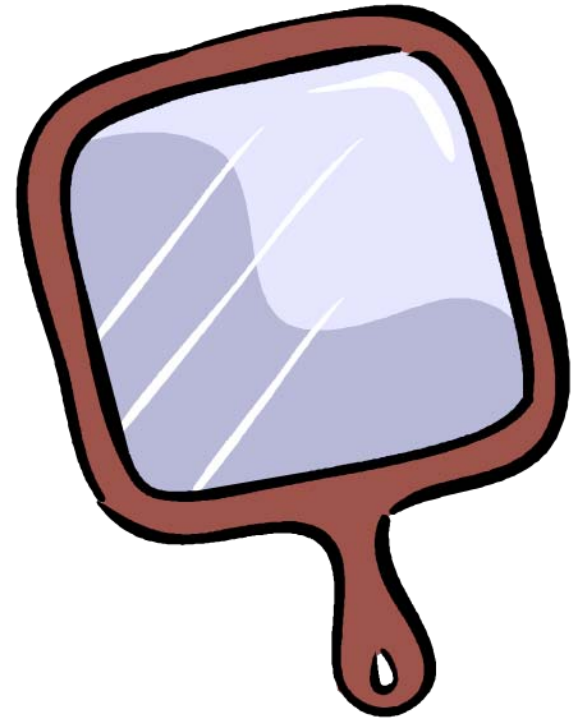
![Avid logo]

Our Journey Begins

- We began as technology innovators
- We missed being customer driven

How Are We Doing?

- Internal and External Survey
  - Used Service Strategies high level self-assessment tool internally
  - Adapted same questions for customer survey

Reality Sinks In

- Our glasses were rose colored
- Our customers are passionate and want us to succeed
- Call to action

The First Step - Listening

- Executives visited hundreds of customers
- Support direct report to the CEO

Build On Our Strengths

Leadership Positions & Respected Brands

Passionate Customers, Employees & Partners

Deep Domain Expertise

Innovative Products & Strong Product Portfolios

Setting The New Stage

- Customer Focused Mission
- Strategic Principles
- Belief System

New Strategic Principles

- **Drive customer success.**

  Avid is committed to making each and every individual customer successful. Period. It's that simple.

- **From enthusiasts to the enterprise.**

  Whether performing live or telling a story to sharing a vision or broadcasting the news – we create products to support our customers at all stages.

- **Fluid, dependable workflows.**

  Reliability. Flexibility. Ease of use. High Performance. We provide best-in class solutions that make our customers more productive and competitive.

- **Collaborative support.**

  For the individual user, the workgroup, a community or the enterprise, we enable a collaborative environment for success.

- **Avid optimized in an open ecosystem.**

  Avid products are innovative, reliable, integrated and best of breed. We work in partnership with a 3rd party community resulting in superior interoperability.

Core Beliefs

- **Our customer's success is our success.**
  - Avid has an unwavering commitment to each and every customer. We support our customer's vision, goals and success. Our employees will work with each customer to get it right – every time.
- **We are results-oriented and accountable.**
  - We will make decisions, we will commit to action, and we will do what we say we will do.
- **Honor and integrity are at the heart of everything we do.**
  - Personal and professional honor and integrity are essential to all that we do. This means we exhibit the highest ethics whether dealing with a customer, competitor, supplier or colleague.
- **Innovation and agility are our hallmarks.**
  - Our roots are in innovation and we continue that tradition today. We are also committed to being agile and responsive as we react quickly to customer needs and market changes.
- **One company – thriving through teamwork and collaboration.**
  - Both individually and as part of teams we will work to provide the industry's best solutions for all our customers, both individually and collectively.

Building Momentum

- New Organization
- Understand Customer Needs
- Quick Wins
- Laying the strategic foundation

Avid

Organize Around the Customer

- From separate product verticals to customer segments
- Company-wide Customer Operations (Sales & Marketing)
- Company-wide Customer Success team

Strong focus on customer needs - Integrated Solutions, Workflows, Services, Education

Flipping the Rows & Columns

11 Customer Segments

16 Product Lines
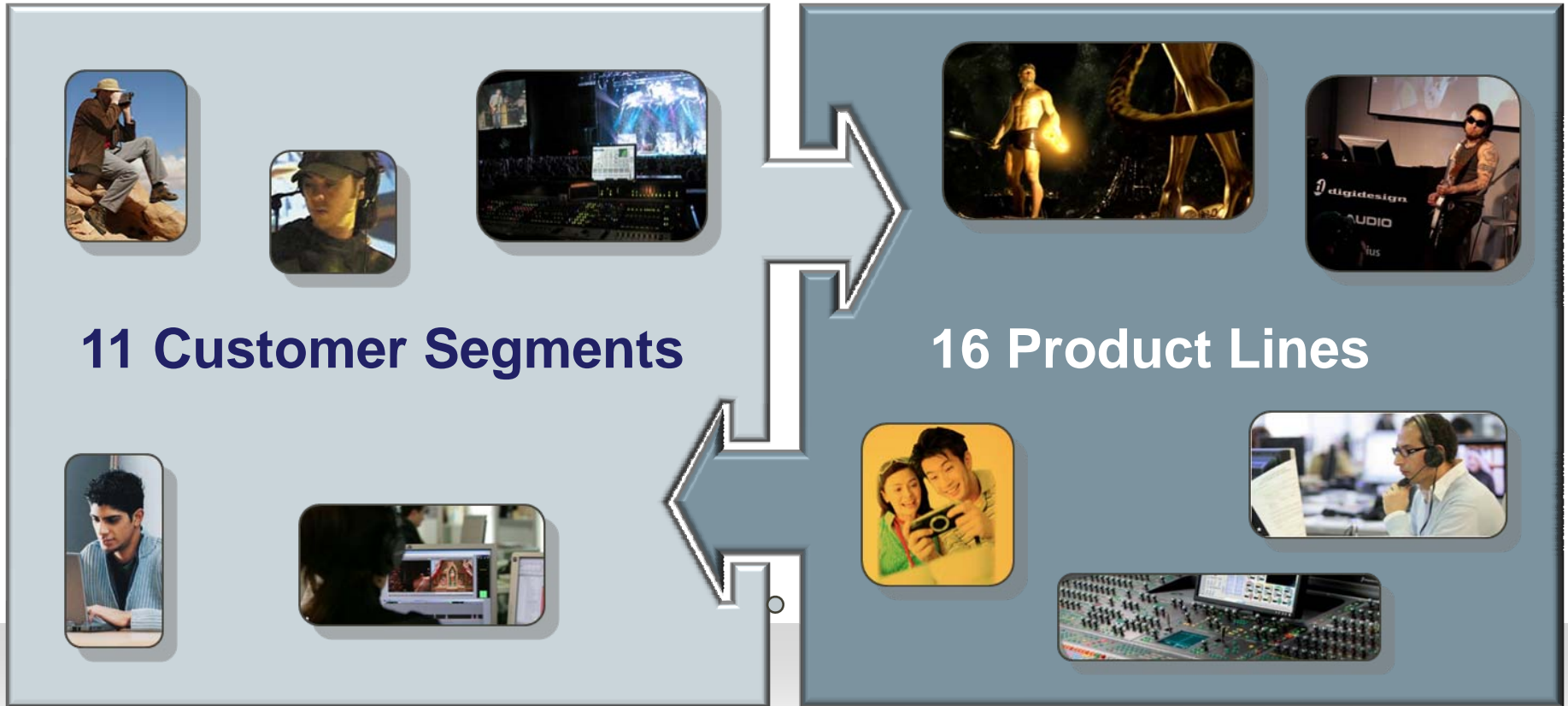
Understand the View from the Customer's Side of the Table

	Segment 1	Segment 2
Who are these customers?		
Value Proposition		
What products, solutions?		
How do we sell to them?		
Customer Support Needs		
Competitors		
Potential Customers		
Partners		
Promotion Potential		

Focus on Priority Processes

- Cross Functional
- RAPID framework
- Customer focused
- SCP framework
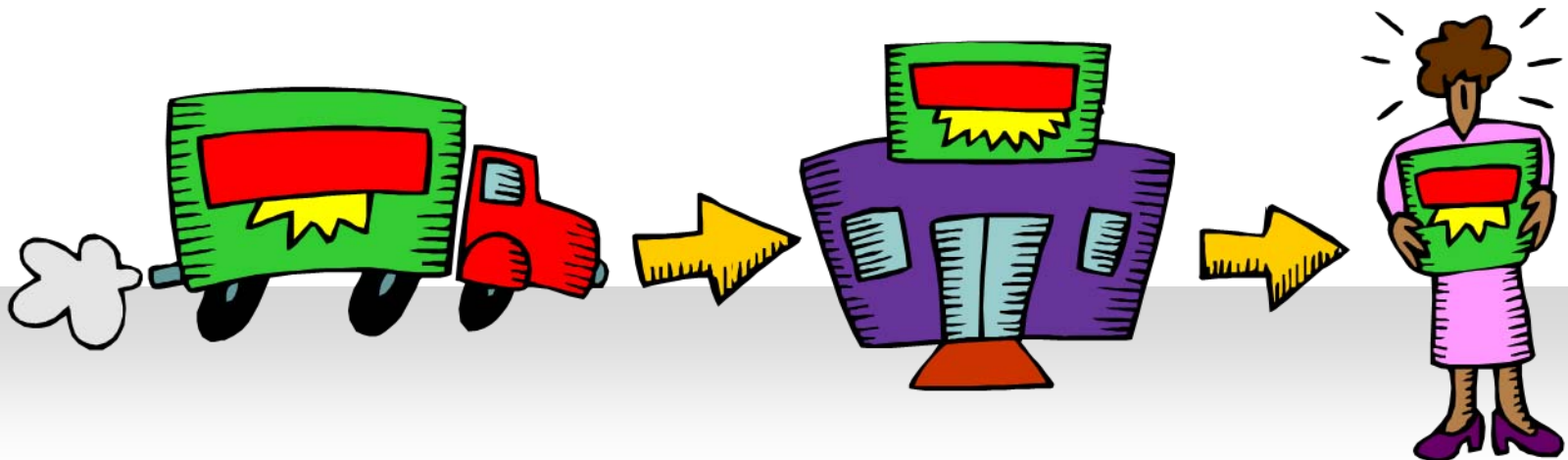
Demonstrating the New Avid

- Code Blue
- Exec interactions
- Going the extra mile to ensure the customer is successful

Customer Success vs Support

- Accountable for success
- Customer priorities
- Create Promoters
- SCP tested process
- Organize around customer not internal process

Code Blue

- Issued for severe customer pain

- Exec calls within 1 hour

- Swarming approach until crisis is over

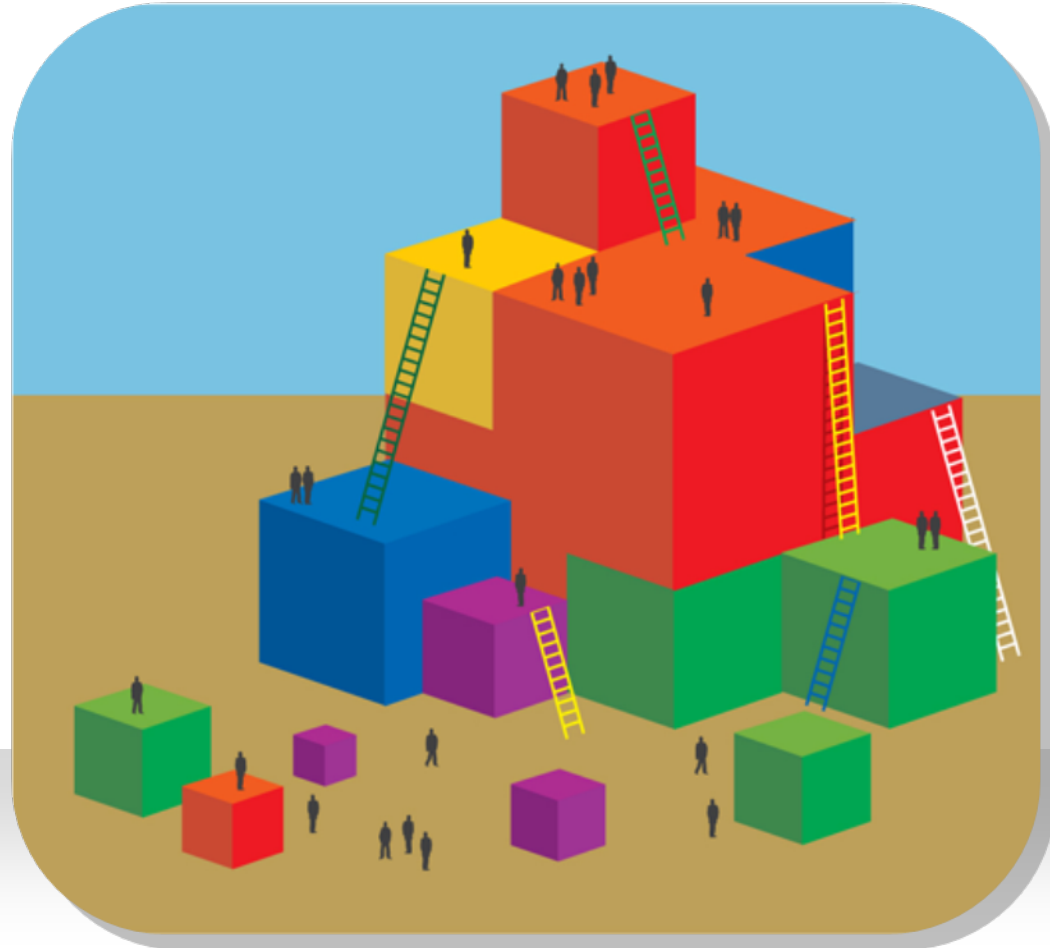- Full health prescription after crisis

Customer Transaction Surveys

- Leveraged Service Strategies Consulting

- Standardized on 5 key questions plus NPS

- Reduced two inches of reports to an Actionable Dashboard

Re-launch Support Offerings

- Survey our sales team
- Review our competitors
- Survey our Customers
- New offerings targeted to customer segments

Support Account Management

- Increased focus on our top tier customers

- Every customer is important

- Centralized and upgraded focus on renewals process

- Laser focus on attach and renewal rates and drive root cause corrections
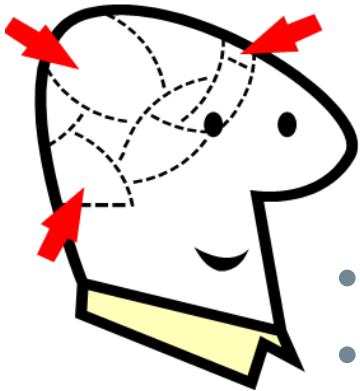
NPS – The Ultimate question

"Would you recommend us to a friend?"

NPS Probes both dimensions of loyalty…….

- Best features
- Best service
- Best price

- They know me
- They value me
- They listen to me
- They share my values

How Do You Calculate NPS?

Net Promoter Score (NPS) is based on the use of a single survey question determined to have the greatest predictability across industries of driving loyalty behaviors.

- What is the one question?
  "How likely is it you would recommend us to a friend?"

    Respondent assigns a score from 0 to 10
    Cluster analyses indicate:
    9-10's are "promoters"
    7-8's are "passive"
    0-6's are "detractors"

- NPS = % Promoters - % Detractors
    Scores can range from -100 to +100

Guidance and Partners

- SCP Framework

- Service Strategies

- Bain

- KCS

- The Ultimate Question

- The Best Service Is No Service