

Leveraging Support Standards

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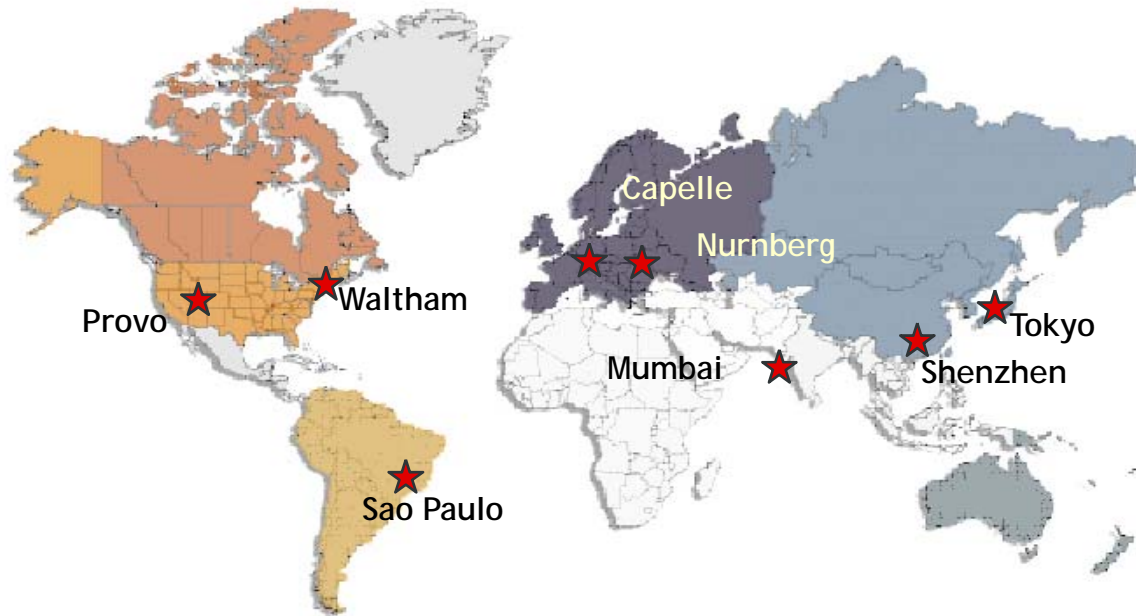


- 52,000 Customers
- 4,600 Employees
- \$1B Revenue

Allowing People and Technology to Work as One

Novell Technical Services

- 8 Global Support Centers
- 70,000 Incidents Annually
- 600+ trained Support Engineers on Linux & Open Source technologies
- On-site and dedicated support engineers
- Service Capabilities & Performance (SCP) Certified



Novell's Evolution

- Restructure into 4 Business Units
 - Dissolve Services P&L
- Enhance value of Maintenance
 - Unlimited Service Requests
- Integrate Field Service / Consulting Teams
- Move to eServices support model

Business Objectives

Services should enable product sales

Business Driver	Business Objectives
Support Efficiency	<ul style="list-style-type: none"> • Provide proactive support automation to customers • Focus resources on support activities that cost less and that scales • Reduce the time-to-resolution to our customer-base • Enable customers to solve support issues by themselves • Move support functions closer to the ITIL standards
Product Differentiation	<ul style="list-style-type: none"> • Ensure that Novell products are easier to support than its competitors • Create a support ecosystem and infrastructure that competes with Red Hat Network or Microsoft Live OneCare
Support Partnering	<ul style="list-style-type: none"> • Enable Novell partners to easily implement and support Novell products across cross-platform environments • Create a potential revenue opportunity that will encourage partners to implement and support Novell products

Transformation Objective

Reducing Support Costs and Providing Product Differentiation



Assisted Support

- Most Expensive Support
- Least Scalable
- Premium Support
- Phone Support
- Email Support
- Chat Support

Self Help Support

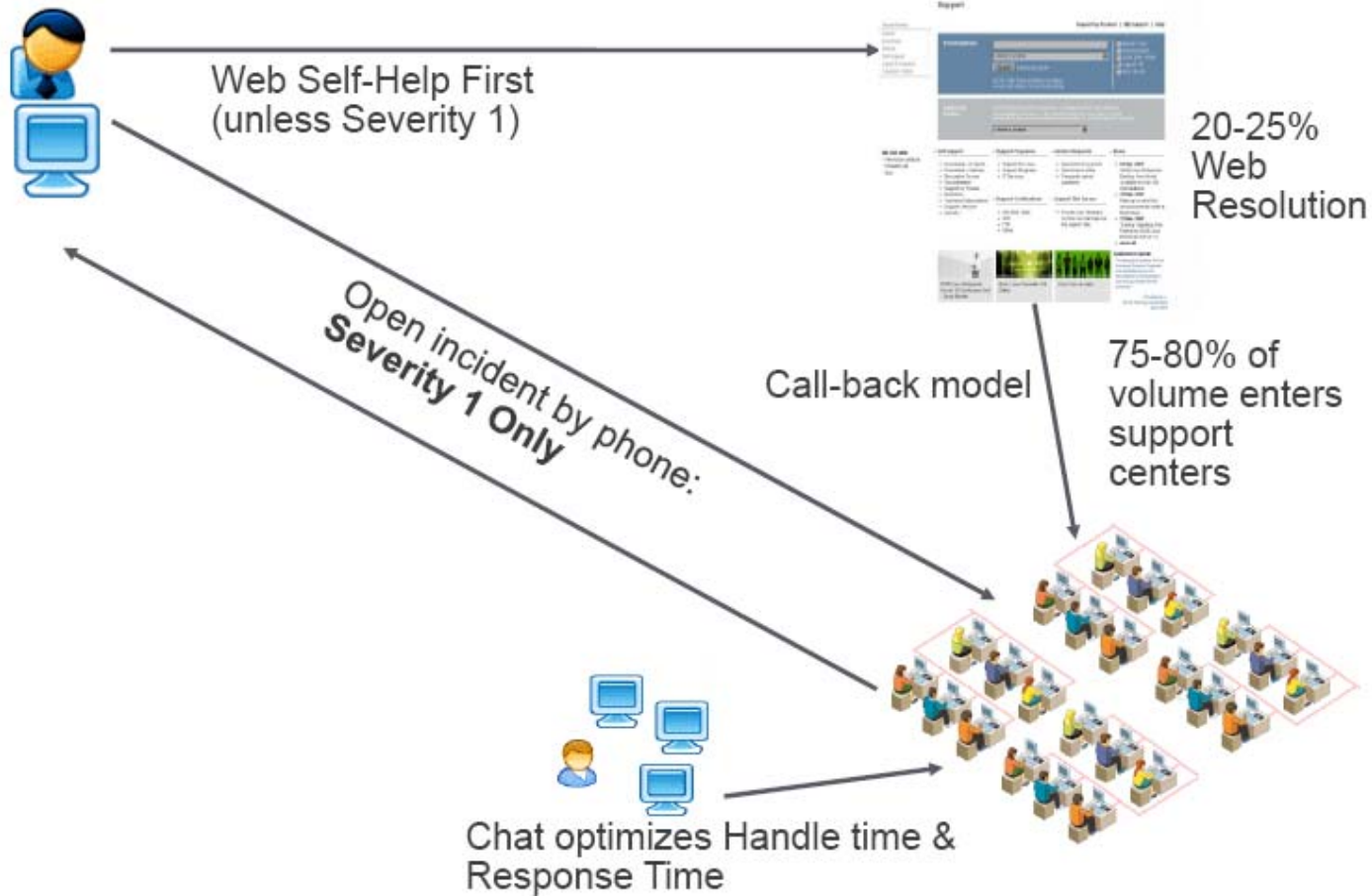
- Less Expensive
- Knowledgebase
- Forums & Communities

Support Automation

- Least Expensive to Deliver
- Shorter Time-to-Resolution
- Reduces Incident Numbers
- Better Registration Tracking
- Product Patch/Update
- Error-to-Solution Mapping
- Proactive Learning

Positive Product Differentiation with Support Automation

Web-initiated Support



Boeing 737

- Developed in 1964
- 4,000 made and growing



Boeing 737 Enhancement

- Reduce Air Turbulence
- Increase Altitude Capabilities
- Increase the Distance of flight (180 Miles)
- Lower Fuel Costs (7%)
 - Saved 1 Billion gallons
- Lower Engine Maintenance Costs
- Increase payload capability by 6,000lbs
- Reduce Takeoff Noise by 6.5%
- Lower Emissions (4%)

What's the Enhancement?

- Fine-tuned by NASA in the 60's
- Rejected by Boeing's best and brightest
- Finally proven in 1999
 - by Aviation Partners
- Adds 480 lbs to a 737



Winglets!



Novell's "Winglet" Journey

Leveraging Standards

Novell's Standards Journey

- ISO 9002 Certified in 1996
 - Not well Accepted (pushed not pulled)
 - EMEA only group to maintain
 - Are we ready for another ISO?
- Quality was owned by Quality Team
- Reviewing whether ITIL will add benefits

Novell's Standards Journey

- Novell's Open Source Vision and Strategy
 - Services are essential piece!
 - A need to differentiate services
 - A need for competitive advantage

- Initial interest in Service Strategies
 - Baseline Mgrs through SCP Mgr Certification
 - Hesitation to share Best Practices

SCP at Novell

- Certification History

Location / Program	2005	2006	2007
North America / SCP	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
North America / FSP		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
EMEA / SCP			<input checked="" type="checkbox"/>
India / SCP			<input checked="" type="checkbox"/>

Benefits to Customers

- Improved Customer Sat and Loyalty
 - Centered our Customer Sat tracking around best practices
 - > Top Box Measures
 - > Time to Relief (first contact resolution)
- Customer expectations being better set and managed
- More proactive communication with customers
 - Top Issues reports

Benefits to Customers

- Key performance measures that are industry best practice
 - Validate our performance
- Daily and weekly dashboards
- One-Face to the customer
 - Delivery consistency
 - Globalization Strategy



Benefits to Employees

- Improvements in employee satisfaction
 - I know where to go to get answers
 - Easier ramp-up
- Consistent individual goals
 - No longer Team, or Mgr, Specific
- Strengthen bond with internal organizations
 - Every organization is needed to pass certification
- SLAs with Development



Focus on SCP Standards

- Do it to improve, not just pass the Audit
- Make it part of normal business, not just an event
- Hold “Kickoff” event to position SCP vision
- Integration into Management team
 - Sr. Level Global SCP Sponsor
 - Owned by Core Team of Mgt
 - Mgr from each Support Ctr owns Elements
 - Evolving to Global Director owns Criteria

Wiki and SCP

- Benefits

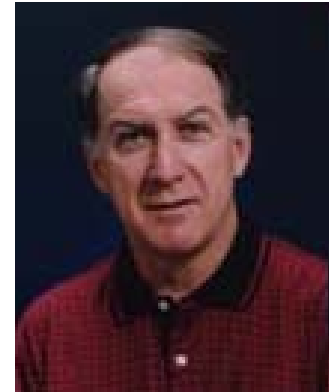
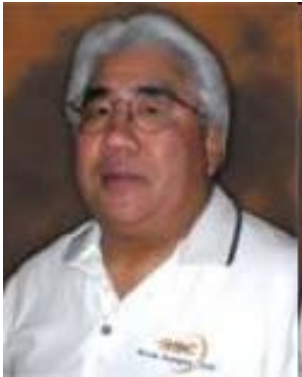
- > Enhanced global collaboration
 - » Easy creation, editing, publishing
 - » Includes version control, full history
- > Cross-platform, browser-based interaction. No browser plugins.
- > User community makes corrections; can protect “policy” content

- Considerations

- > Cultural receptiveness?
- > New system to support?
- > Initial setup

SCP Audit Experience

- Opportunity for outsider view of procedures
- Get Best Practices input during Audit
- Use Benchmark Report for future improvements/goals



Focus on SCP Standards

- Best Practices Support
 - Tighten the belt in the right places

<i>Support Standard - Certification Index</i>	Criteria Score	Section Score	SCP Mean	Benchmark of SCP Certified Organizations											
				60	70	80	90	100	110	120	130	140	150		
Foundation Criteria															
<i>1.0 Planning and Strategy</i>	130.07	19.51	123.5												
<i>2.0 Customer Feedback</i>	108.63	32.59	107.5												
<i>3.0 Financial Management</i>	145.03	17.40	115.2												
<i>4.0 Employee Development</i>	123.03	23.38	116.6												
<i>5.0 People Programs</i>	138.80	22.21	124.9												
<i>6.0 Total Quality Management</i>	106.03	8.48	109.6												
			123.57	115.53											
Functional Criteria															
<i>7.0 Service Delivery Processes</i>	129.87	35.32	116.0												
<i>8.0 Performance Metrics</i>	87.87	21.26	107.5												
<i>9.0 Tools and Technologies</i>	138.67	32.17	107.2												
<i>10.0 Research and Development Interface</i>	122.57	17.40	111.0												
<i>11.0 Sales and Services Interface</i>	109.67	12.28	111.7												
			118.44	110.71											
Certification Index Score			121.01	113.12											

This Organization Scores > SCP Standard and Benchmark	This Organization Scores < SCP Standard and Benchmark
SCP Community Benchmark	This Organization

Next Steps for Novell

- Certify new Prague Support Ctr
- Adopt as Novell Services Standard?
- Leverage Communities in Service Delivery
- Fine-tune eServices model
- Transition from Siebel to SAP

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