Service Excellence by Design

Tom Floodeen
Vice President & General Manager
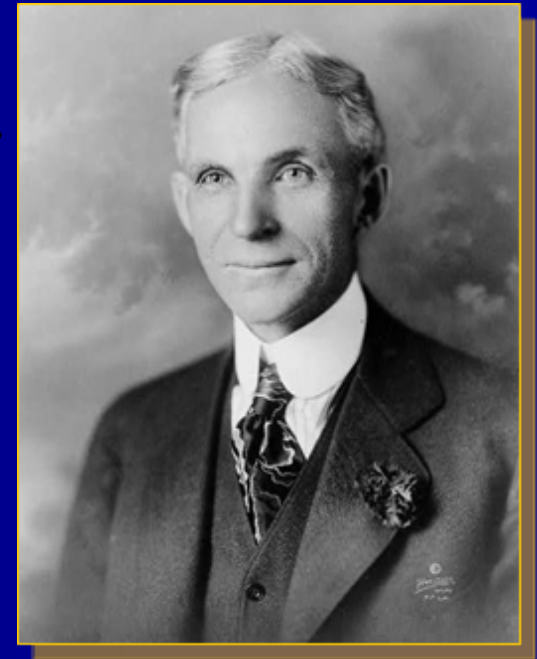Customer Support Division
Mentor Graphics Corporation

A Culture of Service

"A business absolutely devoted to service will have only one worry about profits. They will be embarrassingly high."

--Henry Ford

2

A Culture of Service

- Show up with passion – without passion, it's just another job.

- Involve everyone in the organization in your vision, their contribution, and how you will measure results.

Mentor Graphics 3

Vision: Which Way is North?

Getting to Award-Winning Support

- Listen

- Learn

- Take Action

- Measure

- Repeat

Getting to Award Winning Support

- **Listen**

- Learn

- Take Action

- Measure

- Repeat

Listen

"Customers are part of the conversation. Users have changed from consumers to participants."

--Mike Moran, IBM

Listen

- Annual Customer Satisfaction Survey
- Service Request Incident Survey
- SupportNet Transaction Survey
- Formal Usability Labs
- Web-site Beta Programs
- User Groups / Communities
- Ad-hoc Feedback

Mentor Graphics 8

Annual Satisfaction Survey

- Most comprehensive worldwide customer research in company

- 2007 was seventh year

- Measures importance/satisfaction across 47 attributes

- Response rates: 12% - 15%

- 4 languages

- Resulted in Corporate Quality Award

Service Request Incident Survey

- Importance & satisfaction for CAE* interaction

- Oldest feedback vehicle

- Response rates: 20% to 29%

- 4 languages

*CAE = Customer Applications Engineer

SupportNet Transaction Survey

- Since Jan 2005

- For visits within last 24 hours

- Daily invitations that expire in 7 days

- 2 languages

- Email alerts for low ratings

Mentor Graphics SupportNet Survey

Within the last 24 hours, you visited SupportNet, the Mentor Graphics customer support website. To continue to provide our customers with best all around support in the industry, we would appreciate it if you would take a few minutes to answer a few questions about your experience. Thanks for your help.

1. What was your primary reason for visiting SupportNet?
   - ○ Search SupportNet to troubleshoot a technical problem
   - ○ Access user manuals/documentation
   - ○ Open a Service Request
   - ○ Review the status of previous Service Requests or defects
   - ○ Look up specific product information (i.e., platform requirements, product features, training)
   - ○ Download a product update/patch/service pack
   - ○ Find Authorization Code (License file) information
   - ○ SupportPro newsletter link
   - ○ Other (please specify)

2. Please rate your overall satisfaction with your recent visit to SupportNet.
   Click here →

3. Were you able to accomplish the goals that prompted your visit?
   - ○ Yes
   - ○ No

   Continue

Usability Labs

- Scripted interaction

- Record voice, face, hand movements

- Practical, real-time feedback on support, product & docs
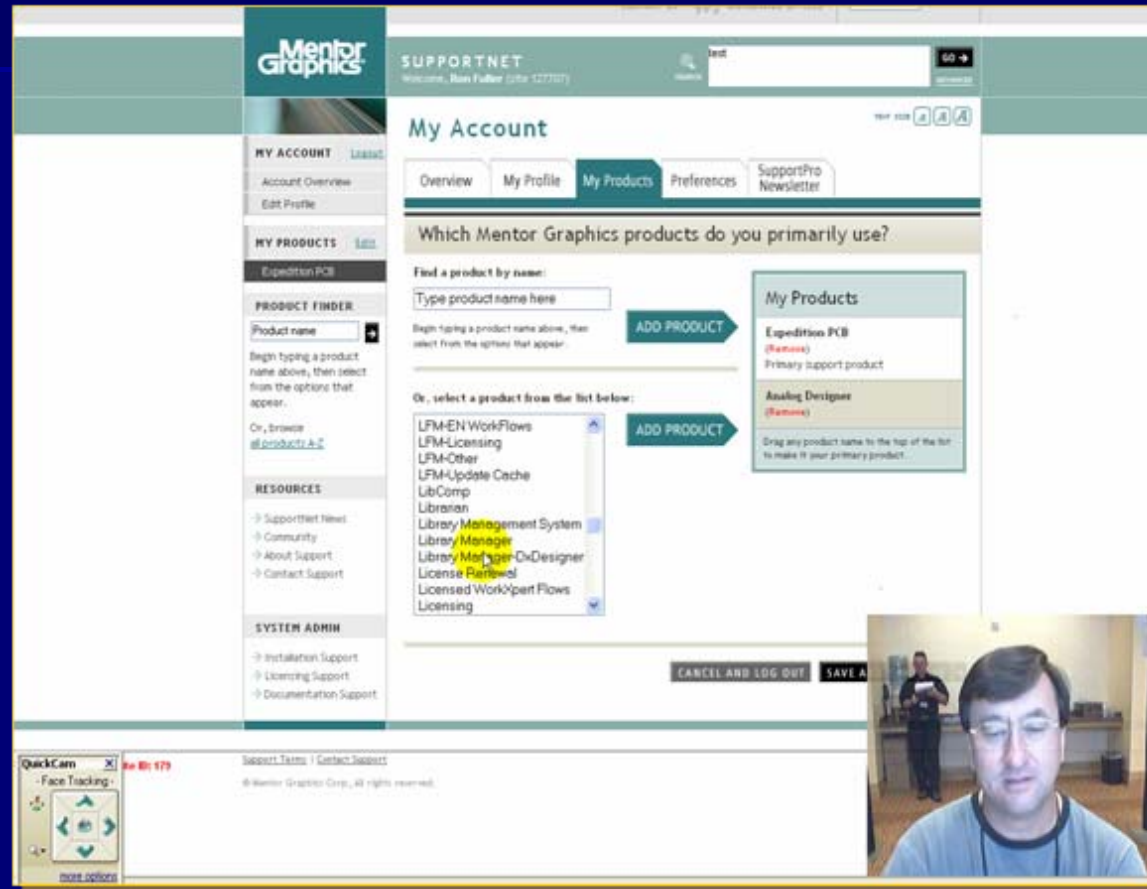
Ad-Hoc Feedback

- *Every* email from the feedback form to CSD Executive Team

- My cell phone is published on SupportNet

Getting to Award Winning Support

- Listen

- **Learn**

- Take Action

- Measure

- Repeat

Learn

"Your most unhappy customers are your greatest source of learning."

-- Bill Gates

Service Request Incident Survey

Satisfaction
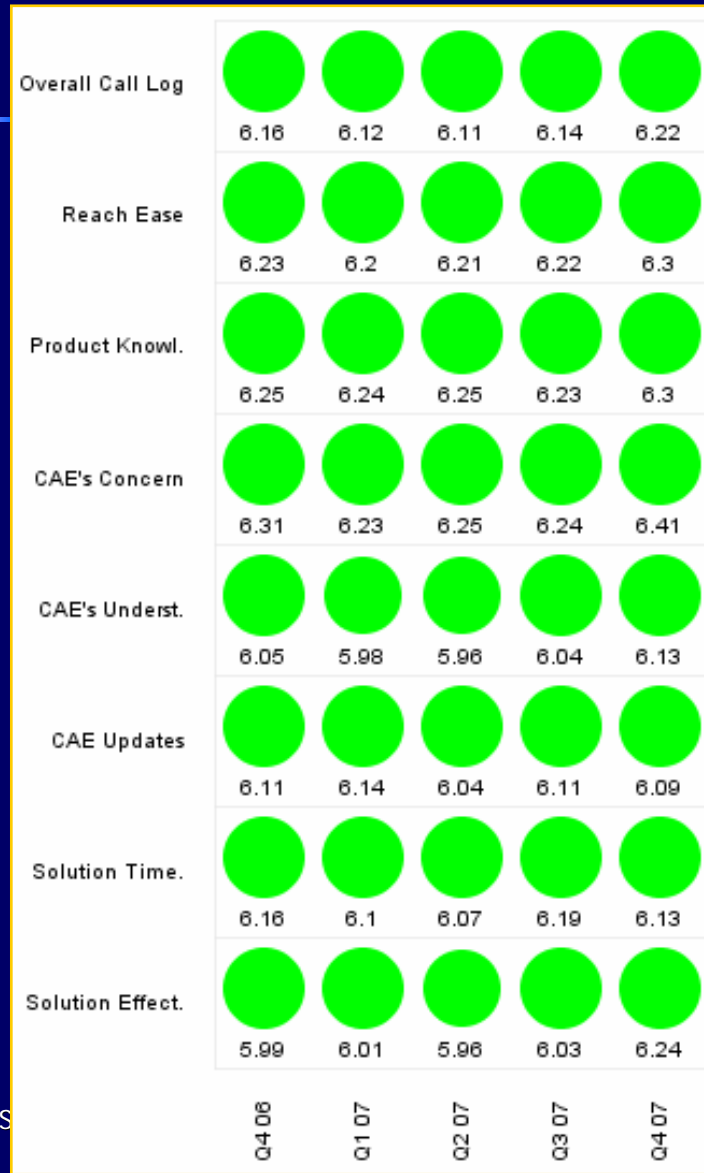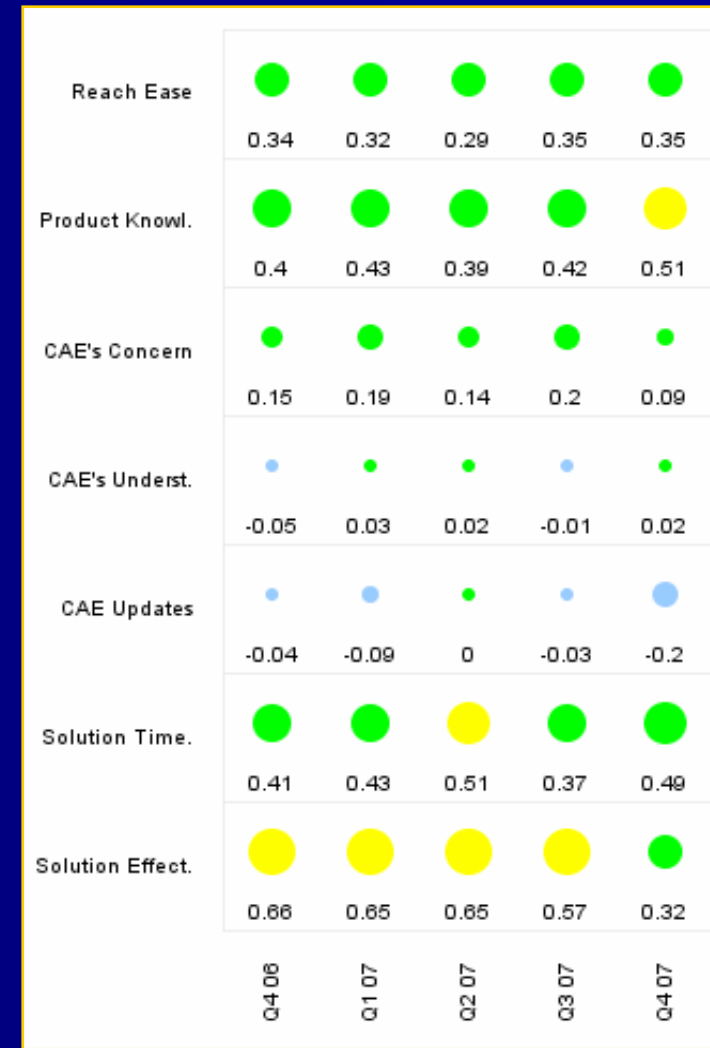
	Q4 06	Q1 07	Q2 07	Q3 07	Q4 07
Overall Call Log	6.16	6.12	6.11	6.14	6.22
Reach Ease	6.23	6.2	6.21	6.22	6.3
Product Knowl.	6.25	6.24	6.25	6.23	6.3
CAE's Concern	6.31	6.23	6.25	6.24	6.41
CAE's Underst.	6.05	5.98	5.96	6.04	6.13
CAE Updates	6.11	6.14	6.04	6.11	6.09
Solution Time.	6.16	6.1	6.07	6.19	6.13
Solution Effect.	5.99	6.01	5.96	6.03	6.24

Gaps

	Q4 06	Q1 07	Q2 07	Q3 07	Q4 07
Reach Ease	0.34	0.32	0.29	0.35	0.35
Product Knowl.	0.4	0.43	0.39	0.42	0.51
CAE's Concern	0.15	0.19	0.14	0.2	0.09
CAE's Underst.	-0.05	0.03	0.02	-0.01	0.02
CAE Updates	-0.04	-0.09	0	-0.03	-0.2
Solution Time.	0.41	0.43	0.51	0.37	0.49
Solution Effect.	0.66	0.65	0.65	0.57	0.32
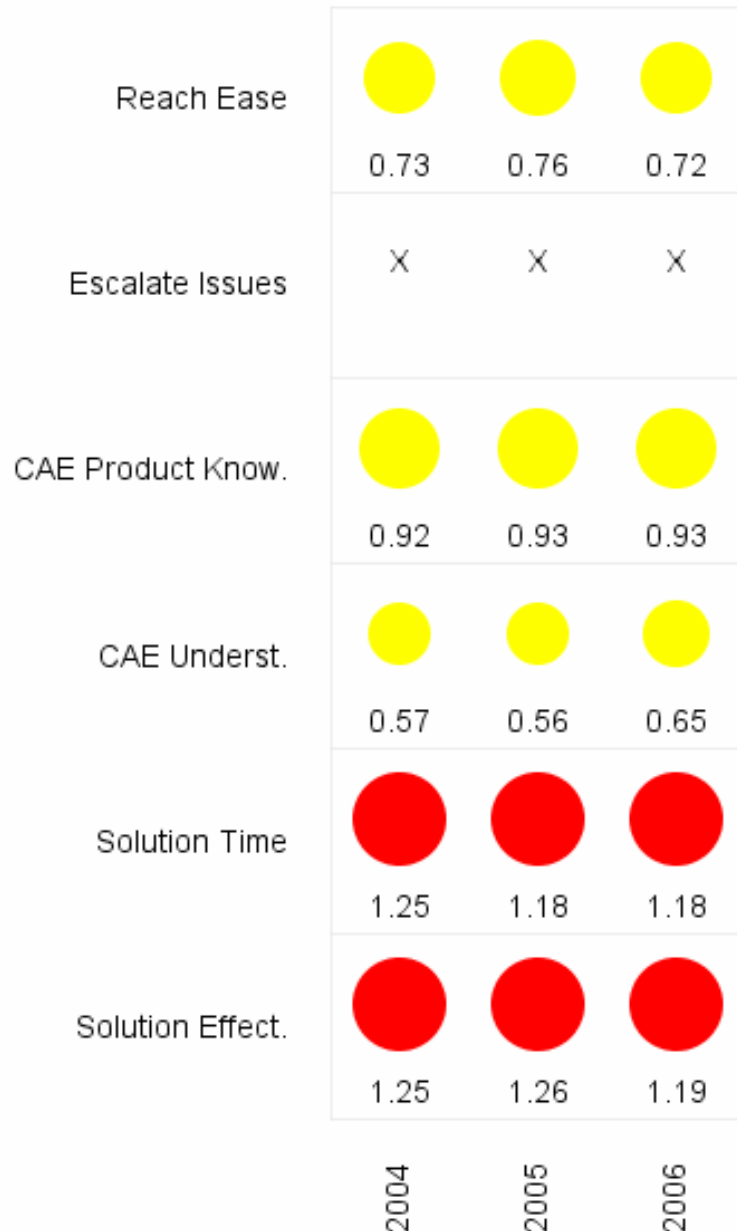
Annual Satisfaction Survey

Service Request Gaps:
- Solution time
- Solution effectiveness
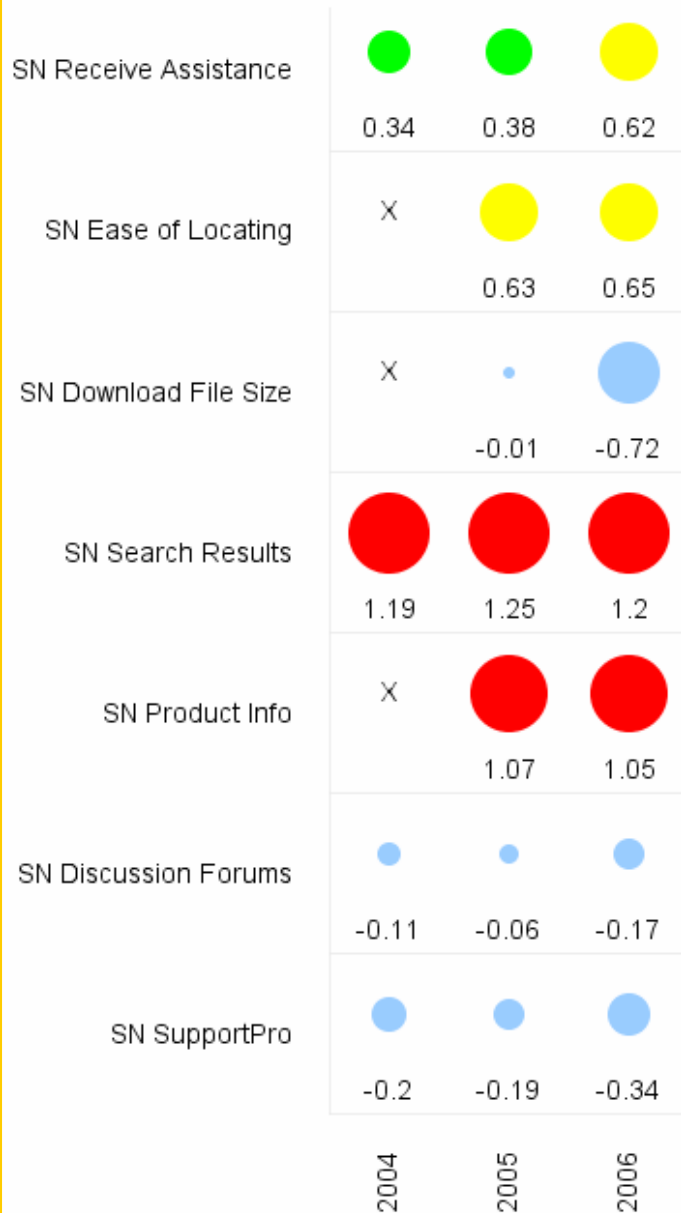
Annual Satisfaction Survey

SupportNet Gaps:
- Search results
- Product info

SupportNet Transaction Survey

Downloads

No improvement necessary	39.76%
Download page organization	19.12%
Other (please specify)	14.99%
Smaller file size	12.86%
Download instructions	5.84%
Fewer products per download	4.34%
Help with downloads	3.1%

Service Requests

No improvement necessary	48.55%
Other (please specify)	16.66%
Simpler Service Request form	13.02%
Better file attachment(s) process	10.92%
Faster response from a CAE	10.86%

What area could Mentor improve?

Search

Greater solution detail within the TechNotes	30.36%
No improvement necessary	20.42%
Searchable documentation/manuals	15.7%
Relevancy of the first page of search results	15.48%
Other (please specify)	11.54%
Page load speed	3.53%
Ability to save content locally	2.54%
Ability to print content	0.44%
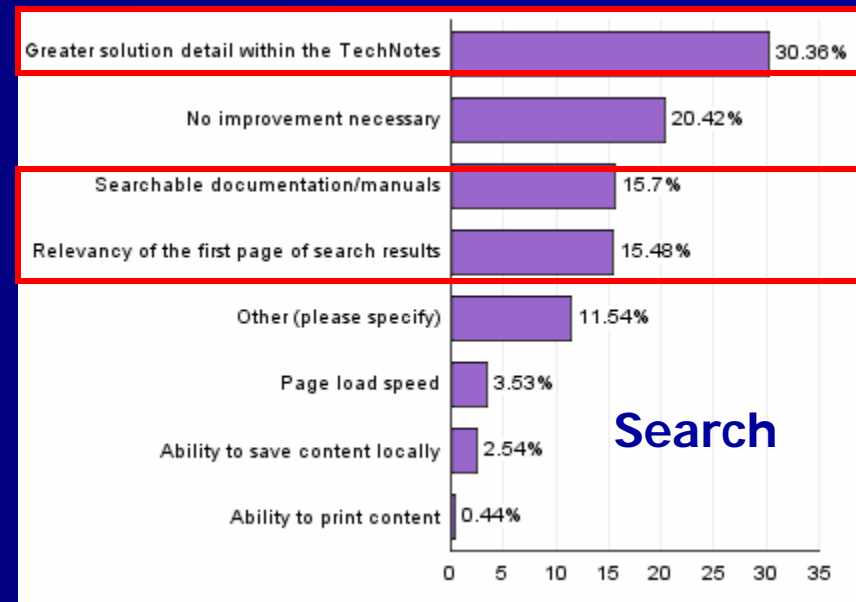
Getting to Award Winning Support

- Listen

- Learn

- **Take Action**

- Measure

- Repeat

Take Action

"You will never plough a field if you only turn it over in your mind."

--Irish Proverb

Recent Action
Support Model Shift

From:
phone-centric support

To:
web-centric support

Vehicle for Changing Support : The New SupportNet

■ Delivers product specific content

■ Makes important tasks easy

Service Excellence by Design - November 2007

Gaps for Search Results & Product Info

- Choose primary product

- Search your specific products

Gap for Solution Time

- Streamlined trouble-shooting

- Targeted searches

Improve Download Page Organization

- Prominent display of current release

- Easy access to related downloads

Gap for Knowledge Effectiveness

search solve

share

- **Knowledge Lifecycle**
  - Right content at the right time
- **Knowledge Centered Support**
  - Solve a problem once, reuse many times
  - Capture solutions in the daily workflow
  - Emphasize quality of content over quantity

Gap for Knowledge Effectiveness
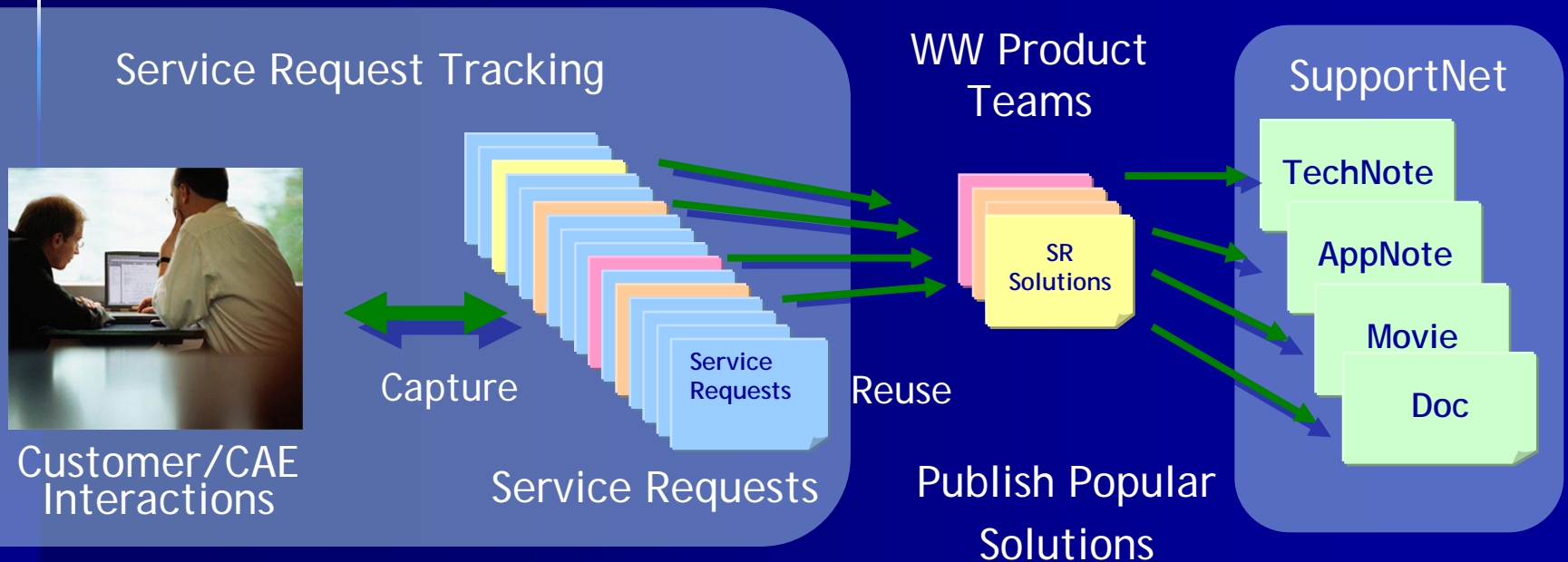
Knowledge Management

Benefits of Support Shift

- Increase customer satisfaction with better, faster answers 24 x 7

- Deliver world-class support to an expanding base without growing CSD headcount

- Improve employee efficiency by sharing knowledge internally and externally

- Create capacity to pursue revenue opportunities

Learnings

- Our employees are our most valuable asset
  - They are still the source of most knowledge
  - SupportNet does not *replace* our people (or personalized high-touch support)
  - SupportNet is a different way to *access* our people and their expertise
- Although the vision works for all products, regions, and customer segments, not all geographies are at the same level of maturity

Learnings

- Cost containment may result, but that is not the driver

  – Faster answers, increased satisfaction, growing revenue are drivers

  – Web support isn't free: it takes a large investment in resources to establish a quality web site—and that investment results in value customers should be willing to pay for

Mentor Graphics 31

Getting to Award Winning Support

- Listen

- Learn

- Take Action

- **Measure**

- Repeat

Measure

"If you don't measure something, you can't change it."

--Mitt Romney

Support: Key Metrics

- Overall customer satisfaction* (SR Incident Surveys) – remained high during a period of significant change

- Response time for web-opened Service Requests

- Customer reported web troubleshooting success

- Unique visitors viewing web-based content

*From Service Request Incident Survey

World Class Customer Satisfaction

Overall Satisfaction by Quarter

All N=2,634 2007-10-01 08:57

Quarter	Bottom Box	Top Box
Q4 06 n=486	3.7%	93.42%
Q1 07 n=849	3.65%	93.99%
Q2 07 n=558	4.12%	93.55%
Q3 07 n=741	2.56%	94.06%

Legend:
- 7 Extremely Satisfied
- 6 Satisfied
- 5 Somewhat Satisfied
- 3 Somewhat Dissatisfied
- 2 Dissatisfied
- 1 Extremely Dissatisfied
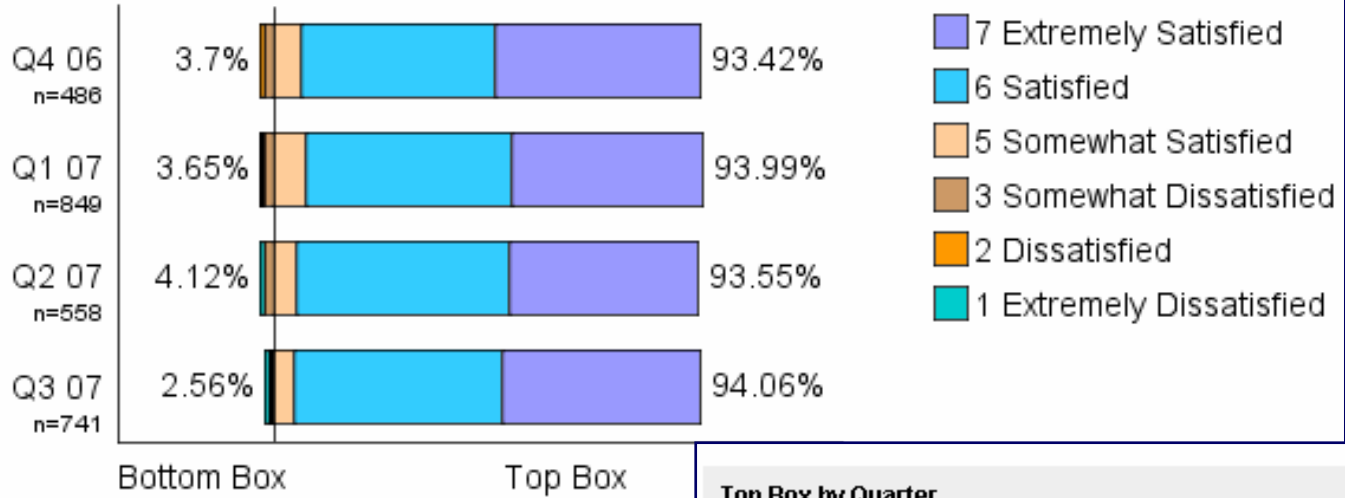
Top Box by Quarter

All N=2,634 2007-10-01 08:57

Quarter	Bottom Box	Top Box
Q4 06 n=486	3.7%	87.24%
Q1 07 n=849	3.65%	86.45%
Q2 07 n=558	4.12%	88.17%
Q3 07 n=741	2.56%	88.93%

Legend:
- 7 Extremely Satisfied
- 6 Satisfied
- 3 Somewhat Dissatisfied
- 2 Dissatisfied
- 1 Extremely Dissatisfied
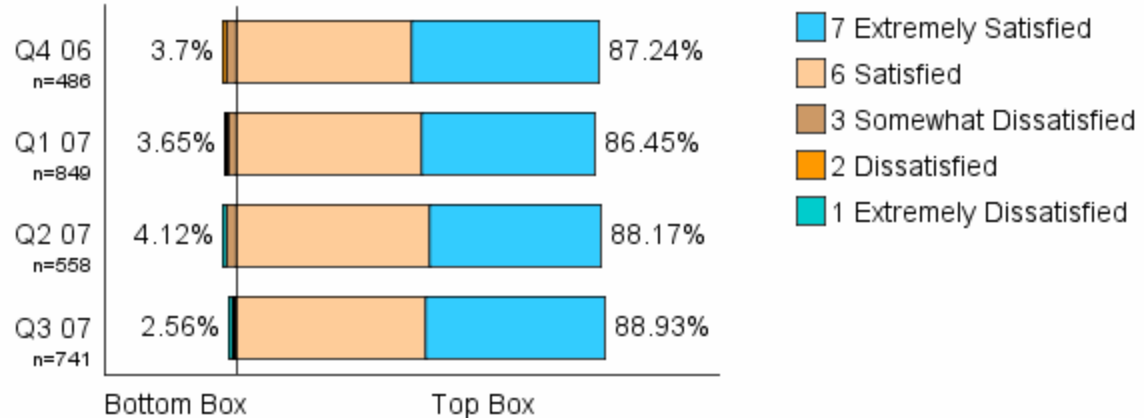
Response Time

North America 90th Percentile Response Times
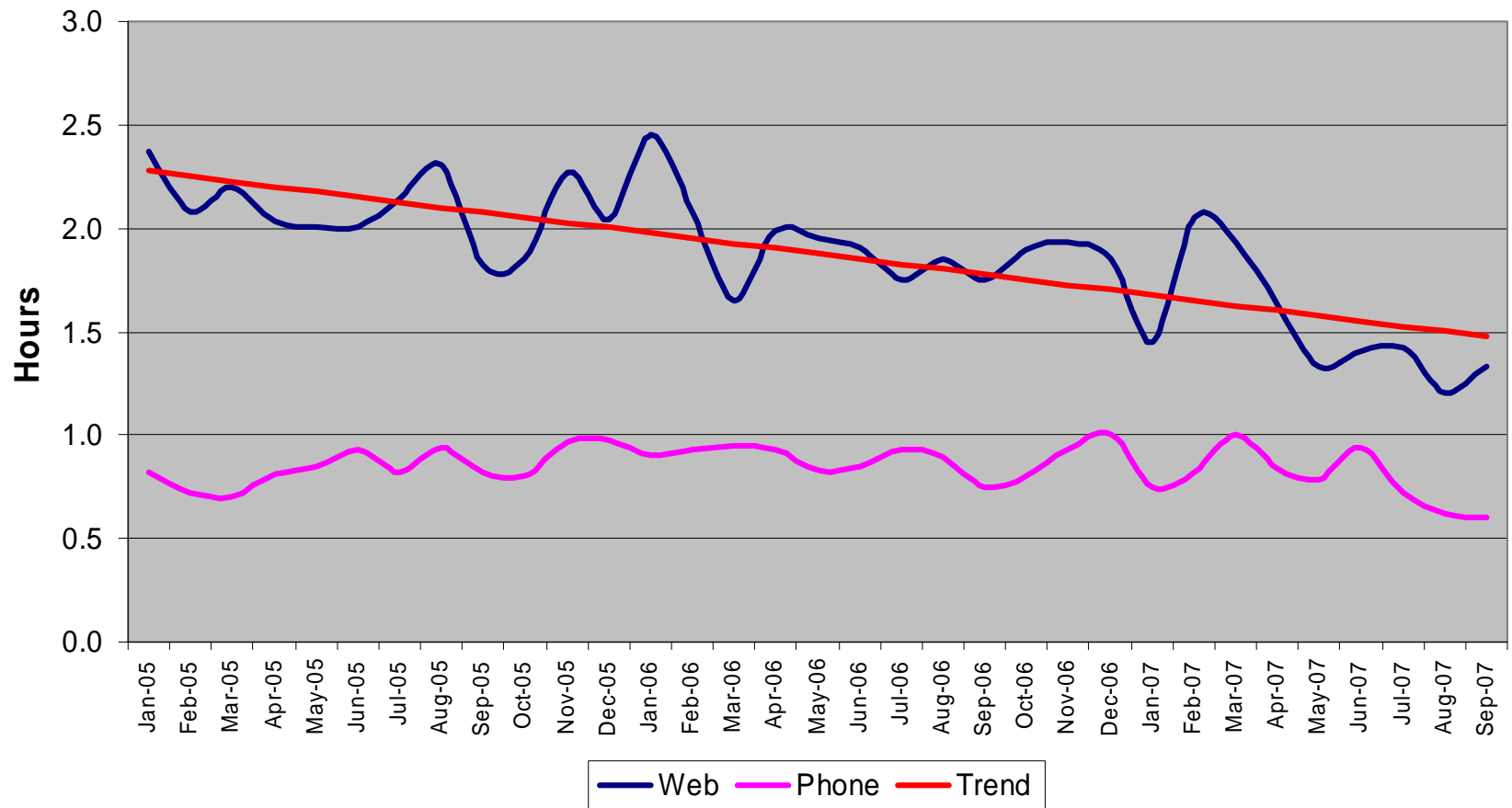
SupportNet Survey: Success Rates

SupportNet Success Rates

(Survey Received Date)
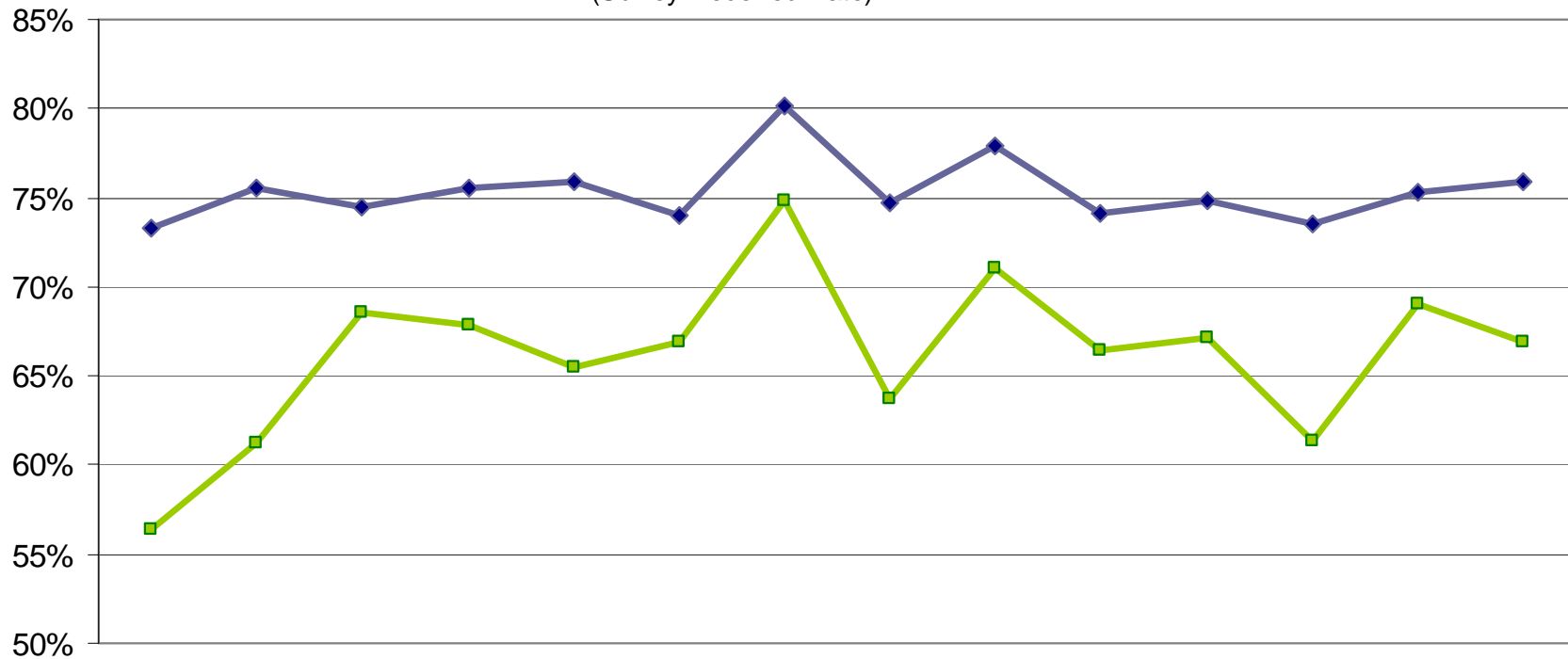
	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07
Success Overall	73%	76%	74%	76%	76%	74%	80%	75%	78%	74%	75%	74%	75%	76%
Troubleshoot Success	56%	61%	69%	68%	65%	67%	75%	64%	71%	66%	67%	61%	69%	67%

Unique Visitors / Sessions

SupportNet Sessions/Month
Known Users Only
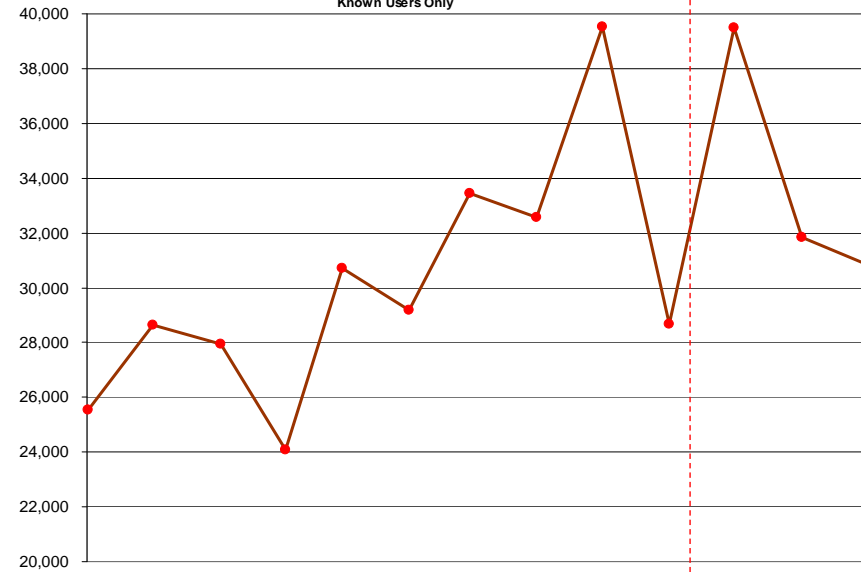
	Sep-06	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07
WW Monthly Sessions	25,521	28,626	27,954	24,083	30,703	29,193	33,444	32,585	39,514	28,682	39,480	31,842	30,811

SupportNet Unique Visitors/Month

	Sep-06	Oct-06	Nov-06	Dec-06	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07
WW Unique Visitors	9,000	9,540	9,448	8,426	9,823	9,772	11,034	10,096	13,165	9,817	9,568	9,398	9,377
% Growth Over Jan '06	43%	52%	51%	34%	8%	7%	21%	11%	44%	8%	5%	3%	3%
% Growth Mth/Mth	-6%	6%	-1%	-11%	17%	-1%	13%	-9%	30%	-25%	-3%	-2%	0%

Total Worldwide Call Load
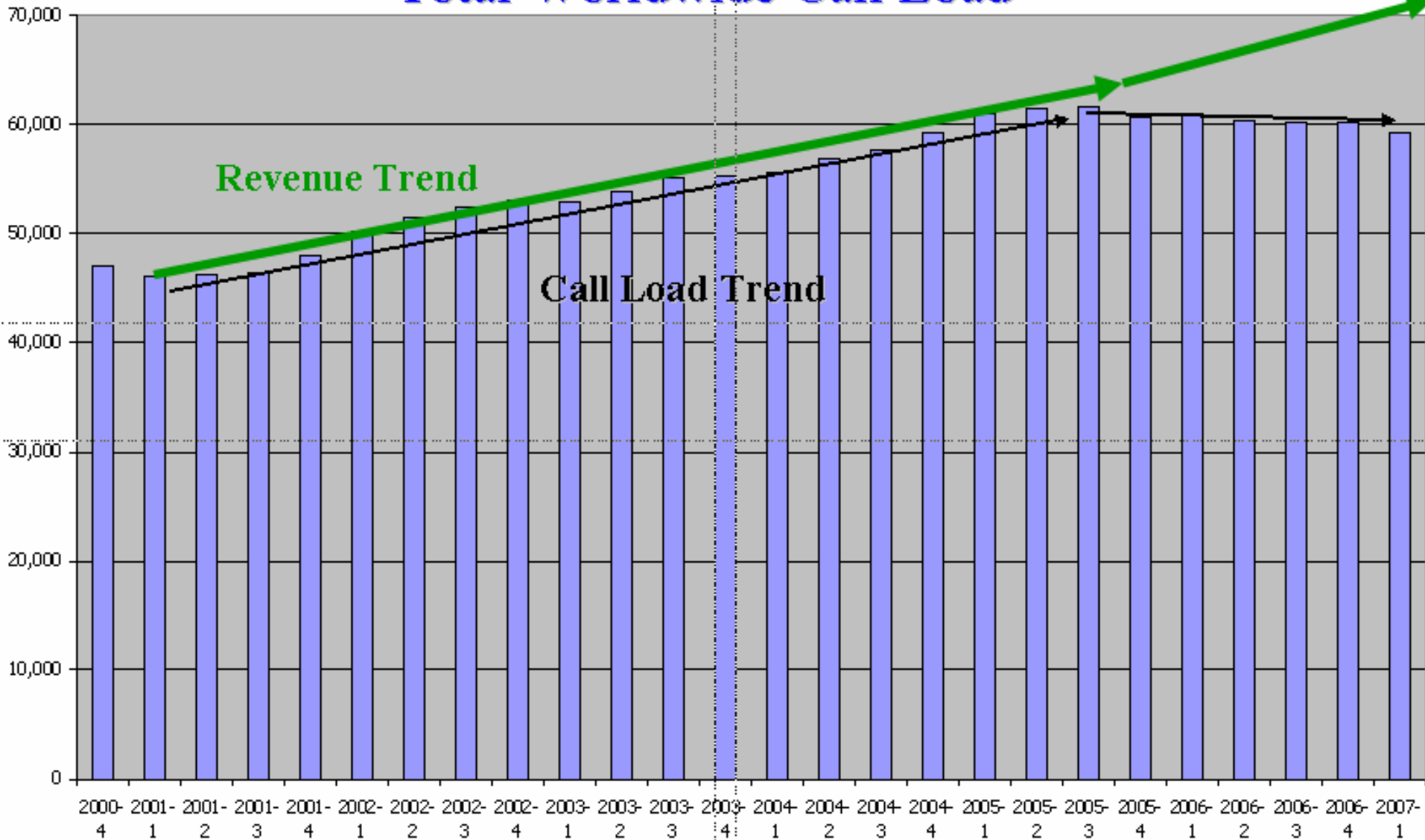
Service Request Open Method

% of SRs Opened via SupportNet

Sept '07 58.53%
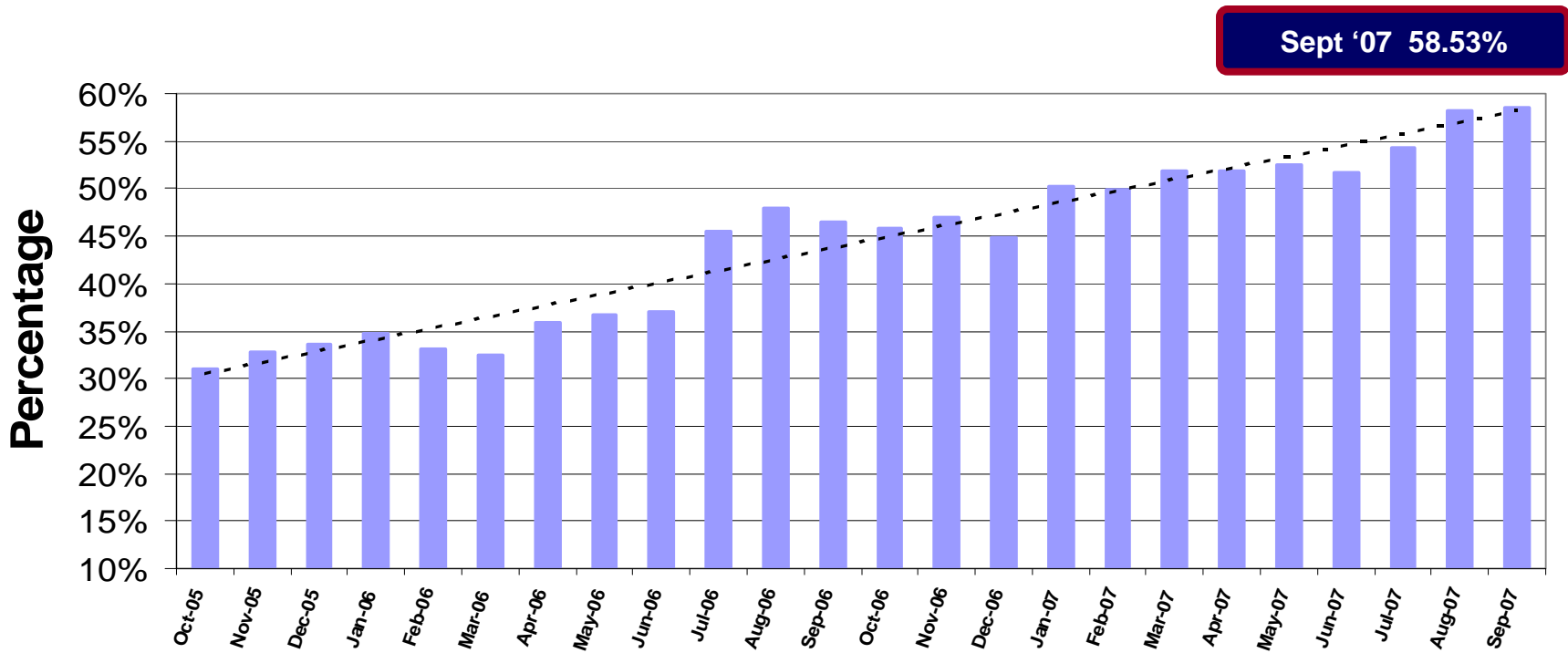
Qualitative Metrics

Sent: Thursday, July 19, 2007 1:40 PM
Subject: Wow! supportnet is super!

I'm amazed. I go to file an SR and it asked me to search for answers. I type

Please describe a flow whereby for a path delay tests we can mask
all scan cells except the capturing scan cell for the particular path.

which is probably not the first time this question has been asked (sort of).
It vectors me to the perfect tech note.
http://supportnet.mentor.com/reference/technotes/public/technote.cfm?tn=mg30938

Really cool!
Grady G.
DFT Architect

Getting to Award Winning Support

- Listen

- Learn

- Take Action

- Measure

- **Repeat**

Repeat

"Excellence is the gradual result of always striving to do better."

--Pat Riley

Constant Evolution

The *Only* 5-STAR Support in EDA
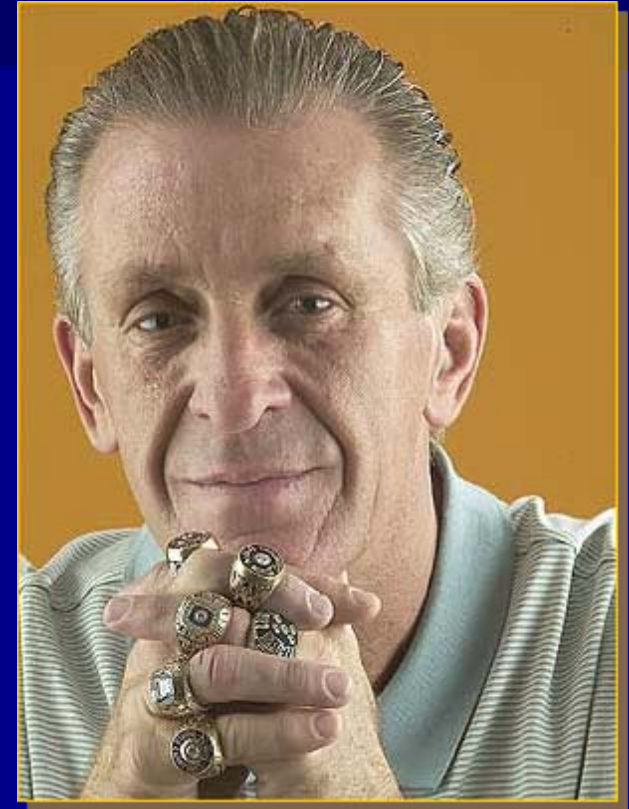
1999

- *October:* WV, SJ SCP Certification
- *December:* Siebel worldwide call tracking system
- *December:* Newbury SCP certification

April: First Annual Customer Satisfaction Survey
July: E-Base WW Entitlement, Quote & Licensing System
November: Dedicated Global Accounts Support Team.

2000

2001

September: 5th STAR Award for Complex Support

June: First Global Tracking System (GTS) enables "Support from Anywhere to Anywhere"
October: "SupportNet 1st" initiative to get customers to use web self-service

January: SupportNet "BiggestBrain" promotion
June: ASP award as one of ten best support web sites

2002

2003

Constant Evolution

2004

January: Dedicated support teams in Japan and India
April: InQuira Search on SupportNet
April: CSD hosts first annual User2User
May: SupportNet Japan in Kanji
July: First *worldwide* support sales team
November: Education Services and Tech Pubs join CSD

2005

January: Knowledge Management team to drive customer content
January: SupportNet Survey
July: China Support Center

2006

January: SupportNet reliability monitoring system
February: InfoHub ships in products
March: 30,000+ TechNotes on SupportNet
May: Worldwide SCP certification
July: SupportNet is preferred access point for technical support

2007

January: Over 50% of worldwide service requests opened on SupportNet
May: Totally redesigned SupportNet that is product-centric and task-oriented
May: 2nd ASP Award for one of the world's ten best support web sites

The *Only* 5-STAR Support in EDA

Support Evolution

- In the beginning, it was easy
  - We built a web site & asked customers to come
  - Technology was king
- Now low-hanging fruit is gone
  - Technology is table stakes
  - Content is king
- Difficult to pick the best investments

SCP Standards

- Comprehensive annual audits measure Mentor against the standard

- Initial certification in 1999

- Worldwide certification in 2006 & 2007

SCP Benefits

- Consistent reliable implementation of key processes worldwide

- Better trained staff

- Focus on results

- Certified, repeatable process aids integration of frequent acquisitions
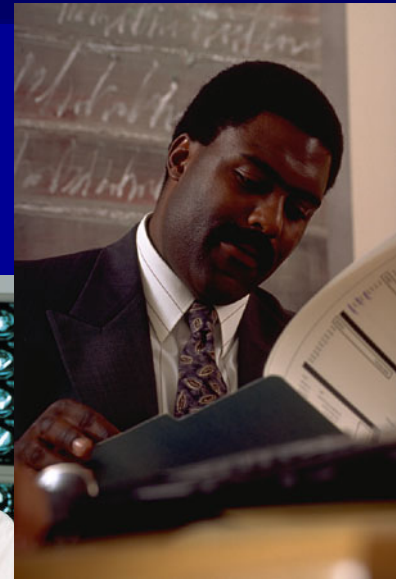
Investment Areas

- Requests for proactive assistance
  - Training
  - On-site Support
  - Strategic Accounts
  - Customer Communities
  - Knowledge Creation
- Non-SupportNet Service Requests are complex

Investment Areas

- Help drive success at large accounts
- Continued improvement of SupportNet infrastructure
  - Siebel Call Center 7 Upgrade
  - InQuira IM
  - ER Management web
  - Global training administration system
- Strategically improve our ability to train customers on new, advanced technology.

It Never Ends…

"The road to success is always under construction."

--Lily Tomlin