

Transforming the Organization to Deliver the Optimum Customer Experience

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Agenda

- **Who is Wind River?**
- **Pre-transformation support**
- **Our Vision**
- **Transformation plan**
- **SCP Certification**
- **Wind River support today**
- **Lessons learned**

What Our Customers Do

Our customers make differentiated devices by focusing on intelligent, connected device software.



What We Do: Device Software Optimization

Wind River enables companies to **develop and run** device software faster, better, at lower cost, and more reliably.




BOEING



WIND RIVER

Delivering Sub-optimal Support Means...

- A military aircraft is grounded
- A medical device can't be certified
- An auto parts manufacturer needs to restart 1,000,000 Km of road testing
- Hundreds of thousands of cell phone calls dropped
- A deep-space exploration device stops sending pictures
- Great support is *mission critical* to our customers!

Pre-transformation Support

- **Product Support, not Customer Support**
- **No overall support strategy**
- **Not a unified organization**
 - Part in engineering
 - Part in sales
- **Lacking basic tools**
 - Limited metrics/reporting tools
 - Very flawed satisfaction survey process (~2% response rate)
- **Very dissatisfied customers**
 - Complaints outpaced compliments by almost 2:1 ratio
 - 400+ support requests in a “not assigned” state > 30 days

Our Vision

“We strive to be widely recognized as a quality and innovation leader in providing support solutions and services.”

What does that really mean?

- ***Widely recognized:*** Customers know it and live it, and through Certification, peer organizations acknowledge it
- ***Quality:*** We hold a very high standard for ourselves
- ***Innovation:*** Early adopters of best practices, and contributing back to the support industry
- ***Support solutions and services:*** Not just phone/email support, but a broad range of programs based on customers' needs

What Would the Vision “Feel Like”?

Provide comprehensive, flexible, “glocal” support

Build an experienced, customer focused team

Make an organizational commitment to continual quality improvement

Provide the best technology solutions to compliment our processes

Leverage support as a competitive differentiator

Internal Review

- **Top to bottom, no sacred cows**
 - Internal 360 view—executives to front-line employees
 - Prioritized “Working/Not Working” lists
- **Fact-based focus**
 - Deep dive into existing metrics and data
 - Baseline Customer Sat survey conducted in 8/2005
- **Anecdotal customer feedback**
 - Visit face to face
 - Involve account teams
 - Customer comments from baseline survey

Baseline Survey Results

The Good	
Courteous and professional support engineers	82%
System Engineers know Wind River products	78%
The Bad	
Dissatisfaction with escalation process	67%
Low quality solution provided	69%
The Ugly	
Overall functionality for Online Support site	68%
Ability to locate information on OLS	54%
Usefulness of search engine	55%

Bottom line – overall satisfaction was 66%

Developing the “Transformation Plan”

- **Formal vision and mission statements**
- **Two-year strategy document**
- **Categorized areas for transformation:**
 1. **People**
 2. **Process**
 3. **Technology**
- **Created action plans and milestones for each area**
- **Assigned owners for each area**



1. Transforming People

- **Communicated change in culture and expectations**
 - Started with front-line managers
 - Communication from VP/Director to “the troops”
 - Followed up in group meetings, 1-1s, etc.
- **Conducted in-depth training**
 - “Soft skills” for support engineers – based on CSP class
- **Assessed attitudes and skills**
 - Accepted the fact that there would be turnover
 - Encouraged some to leave team
- **Tied variable comp to Customer Satisfaction rating**

2. Transforming Process

- **Defined internal Key Performance Indicators (KPIs)**
 - Customer Satisfaction Level
 - Average Days to Closure
 - Currently open requests
 - Backlog
- **Created pilot “Premium Support” program**
- **Re-wrote Service Level Agreements (SLAs)**
 - Prioritized by customer type
 - Prioritized by issue severity
- **Ensured metrics were in place for all processes**

3. Transforming Technology

- **Created new enabling technology**
 - Customer Satisfaction platform
 - Dashboards to measure KPIs
 - Datamart with historical data
- **Launched new Knowledge Management platform**
 - Began project to launch Knova search engine in Jan 2006
 - Rolled out to external customers Sept 18 2006
 - Indexed over 800,000 pieces of existing or new content
- **Improved Online Support web site**

Customer Satisfaction Surveys

CustomerSat

Home | CustomerSat | 2006 Leadership Conference | Latest Features | Log Out

Basic Analysis | ADVANCED REPORTING | MANAGE ANALYTICS | CustomerSat Analytics

Basic Analysis for survey Wind River Post-TSR Survey ?

Basic Analysis generates frequency or cross-tab distribution reports for single or multiple questions. Select multiple close-ended questions in Select a Question using **Shift+Click** or **Ctrl+Click**. Apply Filters and Date Filters to generate results on specific sample segments. For further instructions click the HELP button.

Select a Question: this question is used for a frequency distribution, or as the Row (left) question in a cross-tab

- Ease of log-in process
- Ease of selecting a supported product
- Ease of filing an Online Support request
- Ease of navigation
- Availability of help
- Overall functionality
- Time to reach qualified Licensing Agent
- Courtesy and professionalism of Licensing Agent
- Proactive communication of licensing issue status
- Time to receive installation key or license file

Cross-tab Question (Optional): this question will be displayed in the Banner (top) of your cross-tab

** NO CROSS TAB QUESTION **

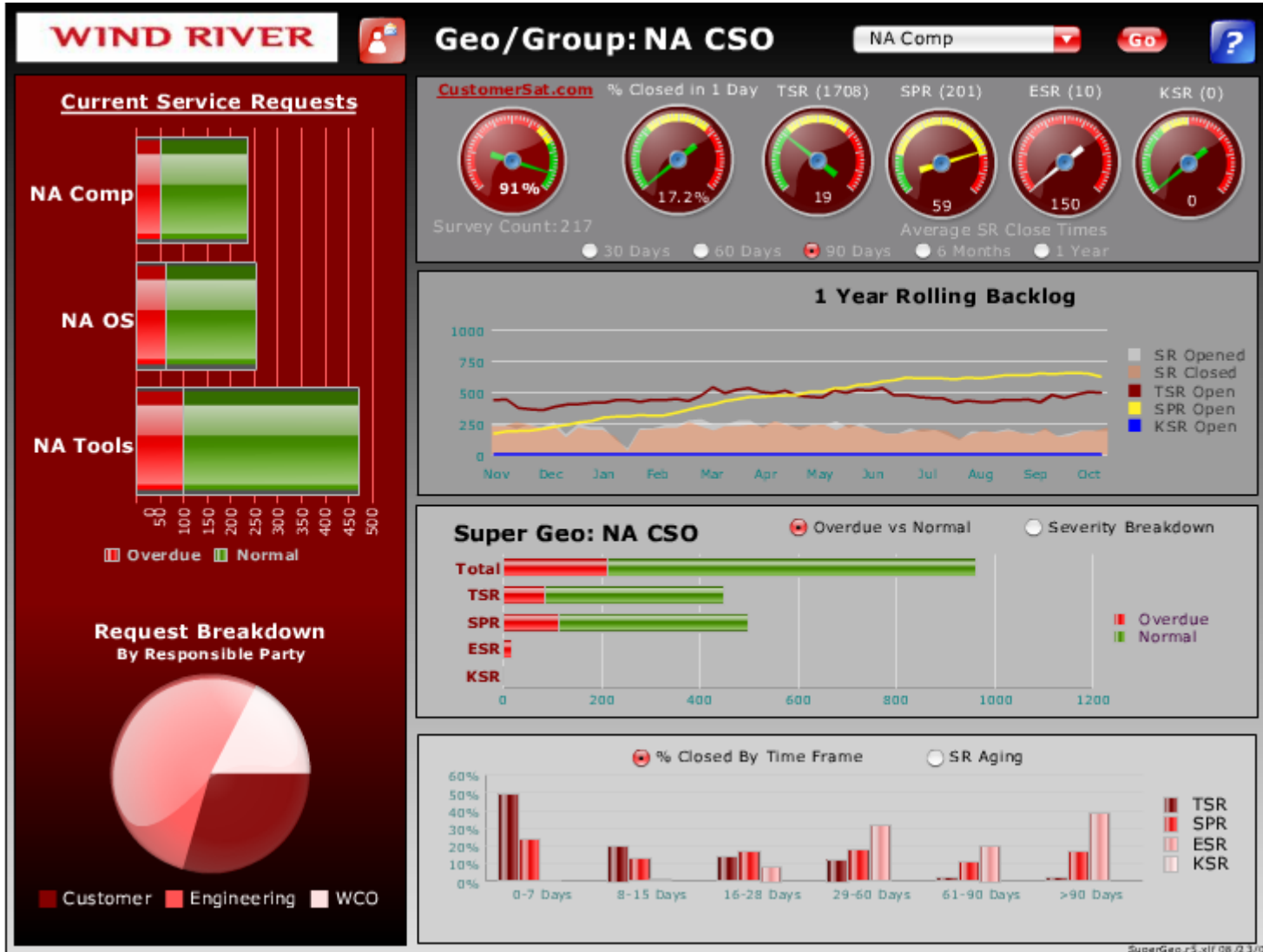
Filter (Optional): No Filters

Date Filter (Optional): None 2006

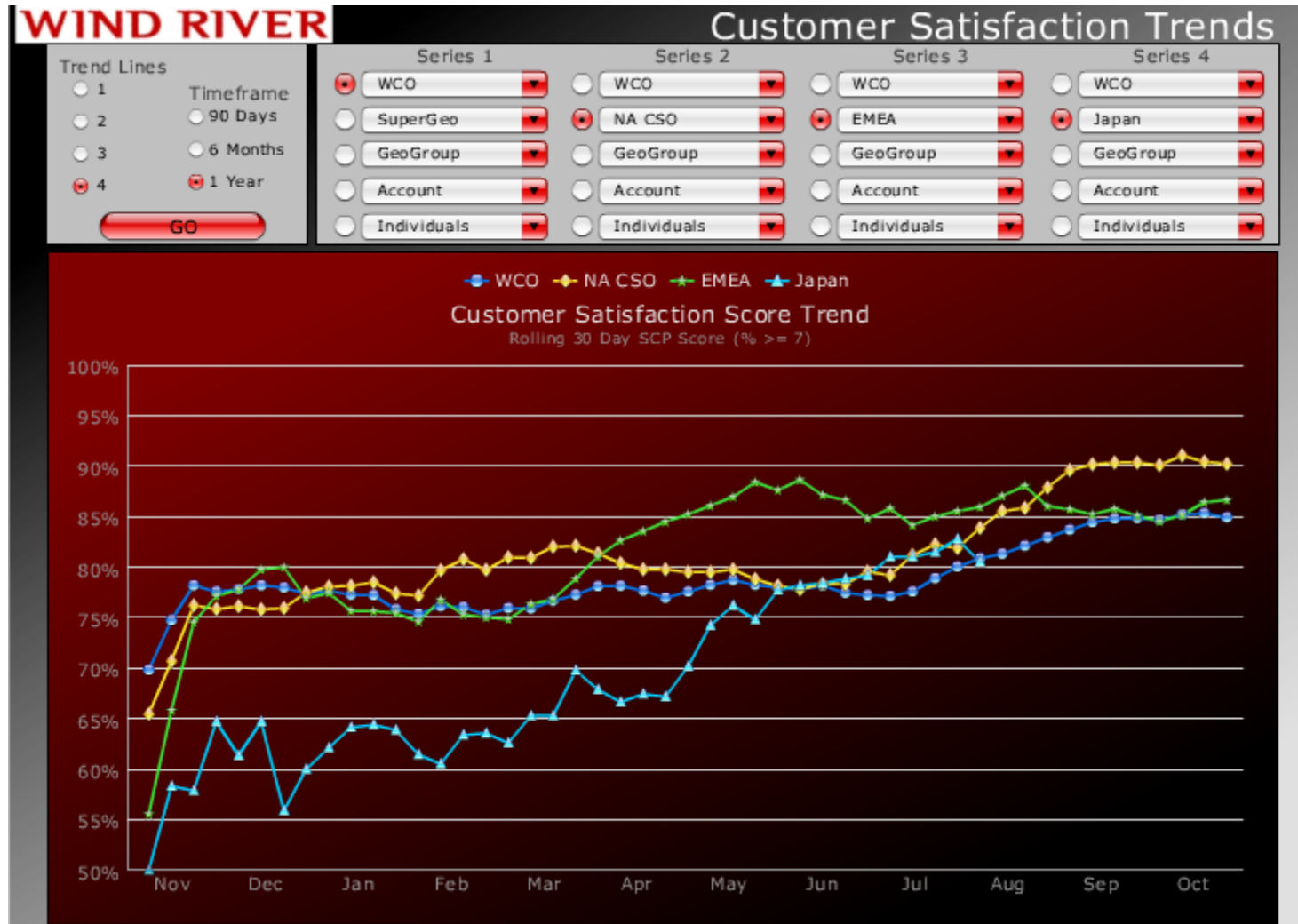
From: To:

Show Results

Dashboard



Customer Satisfaction Trending Tool



SCP Certification Process



- **Conducted initial assessment in January 2006**
- **Assigned one full-time resource and 8 part-time resources as “certification team”**
- **Weekly status meetings**
- **Weekly meetings between certification coordinator and Service Strategies advisor**
- **Certification drove many improvements for us**
- **Achieved certification on 7/19/2006 – the fastest it’s ever been done!**

Listening to Our Customers Now

- **Closed loop customer satisfaction survey process**
 - All low scores (>4) are contacted by support management
 - All “top box” scores from top tier customers are contacted
- **Weekly “proactive calls” from support engineers**
 - Calling customers with no currently open incidents
 - “How are we doing? How can we improve?”
- **Formal customer visits**
 - Quarterly with Premium Support customers
 - At least 2-3 additional customers per manager per quarter

Wind River Customer Support - Today



- Global organization with six major support centers worldwide
- 21 additional support hubs located across the globe
- 150+ experienced support engineers
- Average of 10+ years of experience in DSO industry
- The largest customer support organization in the device software industry
- Support Center Practices Certification



New Offering – Premium Support

	Premium Support
Get Help	
Solution knowledgebase w/ Search via web	✓
Access to any of 6 major support centers and 21 local support hubs	✓
Telephone support	✓
Online TSR submission	✓
Premium support toll free number	✓
Priority call handling	✓
Configuration database	✓
Proactive issue identification	✓
Onsite support (Available)	✓
Manage Help	
Continuous quality improvement program	✓
Online TSR management	✓
Alerts: SPR, patches, tech tips, product announcements	✓
Enterprise Support Manager	✓
Quarterly SLA performance reviews	✓
Premium SLA	✓
Get Information	
Product news	✓
What's New - latest links	✓
Product documentation and information	✓
Release information/roadmap	✓
User Discussion Forums	✓
Application notes	✓
Tech Tips	✓
FAQ	✓
Online Bookstore	✓
Download Code	
Patches, SPRs, Security updates	✓
BSP, Driver downloads	✓
Firmware/debugger updates (HAT/SAT)	✓
Sample Code	✓
Solutions: reference source code, applications, extensions, drivers	✓
Emulator registry files	✓

- Online, phone, and email support
- Premium SLA: same day response for all support requests, 1 hour response for critical issues
- Priority service call handling
- High degree of coordination: cross-product, cross-location, cross-business unit
- Quarterly SLA review and proactive planning meeting
- Enhanced ability to manage all reported issues
- Available on-site support

Results

- **SCP certified – no other vendor in our market space is**
- **Worldwide customer satisfaction improved 28%+**
- **Able to offer differentiated support services**
- **Continuous improvement process implemented and working**
- **Support is a competitive differentiator**



A Few Lessons Learned...

- “I may be wrong, but I’m not confused...”
- **Need management’s full commitment**
- **It’s a marathon, not a sprint**
- **You ARE the company!**



Questions?

