



Customer Spotlight

Customer Satisfaction Without Compromise



Headquartered in Costa Mesa, Calif., FileNet Corporation (NASDAQ: FILE) helps organizations make better decisions by managing the content and processes that drive their business. FileNet's Enterprise Content Management (ECM) solutions allow customers to build and sustain a competitive advantage by managing content throughout their organizations, automating and streamlining their business processes, and providing a spectrum of connectivity needed to simplify their critical and everyday decision-making.

FileNet ECM products are designed to deliver a broad set of capabilities that integrate with existing information systems to provide cost-effective solutions that solve real-world business problems. Since the company's founding in 1982, more than 4,000 organizations, including more than three quarters of the FORTUNE 100, have taken advantage of FileNet solutions for help in managing their mission-critical content and processes. The company markets its innovative ECM solutions in more than 90 countries through its own global sales, professional services and support organizations, as well as via its ValueNet® Partner network of resellers, system integrators and application developers.

Quality Initiatives Advance FileNet's Mission

FileNet has achieved certification under the Service Capability & Performance (SCP) Support Standard for six consecutive years, consistently maintaining its position as the only certified ECM provider.

FileNet considers the SCP Support Standard an important factor in its ability to maintain its strong position within the customer support community. Using the SCP elements as an organizational structure for all of its quality initiatives, the entire FileNet global support team maintains a uniform and unambiguous understanding of FileNet's support goals.

Finely weaving the SCP process into FileNet's quality initiatives makes continuous improvement intrinsic to the support team's daily activities. Best practices truly become a normal way of doing business. "Customer Satisfaction Without Compromise" is the mission of FileNet Customer Service and Support (CSS), and SCP is a key tool for maintaining the mission's course.

The Need for Customer Focus

Before achieving certification under the SCP Support Standard, FileNet felt they lacked a true customer focus. There were no consistent customer service practices or measurement tools in place. Customer support was reactive rather than proactive, and, as a result, support staff spent much of their time putting out fires and dealing with escalations.

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The SCP Support Standard Guides the Solution

The initial SCP audit provided information that resulted in a blueprint for change, and FileNet began making steady improvements throughout their customer service organization. For example, more intelligent call routing and automated escalation procedures helped, along with automatic email notifications to customers about their case status. By implementing the SCP Support Standard, FileNet established the framework to improve and streamline their customer service processes throughout their global network. They focus on giving customers three things they want most: responsiveness, communication of status information, and issue resolution.

“Regardless of where the customer is located in the world, we [now] have a seamless support infrastructure at both the field level and at the response center level that will provide them with what customers are expecting in the enterprise space,” said Bill Kreidler, Senior Vice President, Technical Operations & Support.

Active Participation Fosters Continuous Improvement

Each year a different manager assumes the role of “SCP coordinator”—immediately upon receiving the audit results from the previous year—and becomes responsible for organizing and directing the overall certification audit preparations for the next year. To continuously improve FileNet’s support practices, the coordinator reviews all of the SCP auditor’s recommendations, and process improvements are subsequently implemented by working in close coordination with the FileNet executive team and support managers who are responsible for the various business practices defined in the program.

“This process makes sure that (each line manager) is intimately familiar with all aspects of certification, not just the narrow areas that are closest to their specific operational assignment,” said Peter Mostrey, Director, North American Response Centers. “If you have that level of understanding, you can better guide your people to better act in line with that vision.”

In addition, Service Strategies, who is responsible for managing the SCP Standards, works with the community of certified companies to raise the bar on various certification elements to ensure that the standards are keeping pace with the support industry’s needs and expectations. The FileNet SCP coordinator ensures that all element changes are communicated across the organization and that quick action is taken to put processes in place to work towards meeting these new quality standards.

The Vice President of Worldwide Customer Support Services oversees this continuous improvement process and works closely with industry support professionals and organizations to stay abreast of worldwide best practices. He provides critical guidance to the SCP coordinator, the section managers, and executive management to ensure that FileNet retains its leadership role in the business of providing best-in-class customer support.



"FileNet's customers benefit from consistent, predictable, and dependable support services."

SCP Support Standard Drives Measurable Results

FileNet pursued certification under the SCP Support Standard to establish consistent processes focused on customer satisfaction. The SCP process integrated their efforts and created the momentum needed to move in that direction. Today, FileNet's customers benefit from consistent, predictable, and dependable support services; faster response and resolution times; and minimal wait time. Overall customer satisfaction scores improved dramatically and remain consistently high since 1999. By optimizing their support business processes worldwide, FileNet enjoys higher levels of operational performance, customer satisfaction, and loyalty.

"Certification provides tangible checkpoints and a coherent methodology. Once you start measuring customer service, you start learning what your customers are thinking," said Mostrey.

The results of each SCP audit are a catalyst for change, leading FileNet to pursue innovations such as the following examples:

- FileNet's Response Centers support a complex and ever-expanding product line, so well-timed training is essential for delivering accurate and informative responses to customers' questions and issues. The Support Readiness process was implemented to fully prepare and train all support staff prior to the launch of any new product or procedure. The program defines specific deliverables for each stage of training to ensure that staff is educated when new products or services are made available to customers.
- FileNet developed the Technical Account Management (TAM) element. TAM is a fee-based service designed for blue chip clients with mission-critical ECM applications. A dedicated account manager is assigned to the client and is their primary point of contact. The account is given a direct link to expertise, an enhanced level of monitoring, as well as additional proactive services. TAM helps FileNet forge strong interaction-based relationships with top-level clients, and the SCP audit helps FileNet fine-tune the TAM program.

In addition, when FileNet needed to scale worldwide to open and operate additional support centers, SCP helped them set that process in motion. For example, their Dublin site is measured by the same SCP standards, and they have future plans for more centers to be formally audited. FileNet operates their support centers by the SCP Support Standard even before they achieve Certification.

"Certification has improved the way the centers operate. We have been able to deliver highest quality service in the face of increasing product complexity and customer expectations," said Mostrey. "Certification is our guideline on how to do things right." The mission statement "Customer Satisfaction Without Compromise" guides daily

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*Peter Mostrey
Director, North America
Response Centers
FileNet Corporation*

activities at FileNet, and SCP Certification is a key part of the service strategy that provides progressive input and helps CSS evolve. Not only does FileNet’s global support team stop to consider whether they are ‘doing it right,’ they also study whether they are ‘doing the right things’ to maintain vital customer focus into the future.

About Service Strategies

Headquartered in San Diego, CA, Service Strategies advances service excellence by providing industry standards, consulting, and training solutions that ensure delivery of consistent, high-quality service and support. Service Strategies applies a proven benchmark process to its standards programs that measures and drives effectiveness for continuous service improvement. In addition, the company’s tailored training programs enhance the careers of service professionals throughout the industry and lead to increased organizational effectiveness.

For More Information

To learn more about Service Strategies, visit www.servicestrategies.com, email info@servicestrategies.com, or call us at 858.674.4864, toll free in North America 800.552.3058.



To learn more about the Service Capability & Performance (SCP) Standards and what it can do for your service and support organization, contact Service Strategies Corporation at 800.552.3058 or email info@servicestrategies.com

