



Customer Spotlight

Focus on the Customer



EMC Corporation acquired Legato Systems in October 2003. EMC Corporation is a world leader in products, services, and solutions for information storage and management that help organizations extract the maximum value from their information, at the lowest total cost, across every point in the information lifecycle. The former Legato entity became part of EMC's Software Group and the Legato products, services, and support were branded as EMC Legato. The EMC Legato information protection, automated availability, and messaging and content management solutions are delivered through a worldwide network of strategic partnerships and alliances, as well as a direct sales force.

Focus on the Customer

When (the former) Legato Software first began to reorganize its technology support organization in 2000, it analyzed all areas and identified actions that would result in significant improvements for their customers. These projects included initiatives in all major areas of technical support that would lead to positive change for customers, including:

- Investment in Infrastructure
- Organizational Alignment
- Process Improvement
- Program Enhancements
- Listening to the Customer

These projects resulted in a steady increase in technology support effectiveness and dramatically improved customer satisfaction measurements. The support organization grew its overall customer satisfaction rating of 40% in 2000 to its current overall satisfaction rating of 93.8%. This remarkable achievement was accomplished by analyzing all aspects of the support organization and realigning major areas of technical support. The process was not a simple one and required a great deal of commitment at all levels of the organization.

With a commitment to continual, long-term improvements of its support structure, the company began researching business improvement programs that would help facilitate this process. After researching and contacting a variety of programs, they chose the Service Capability & Performance (SCP) Support Standard as the best approach for ensuring ongoing improvements in its organization. "Even though we had many efforts underway and felt that we were on the right track, we wanted to take our service to the next level," says Tom Panozzo, Senior Vice President of EMC Support Services for Legato. "the SCP Support Standard was the best way to get a proven structure in place. The standard offers credibility and the most stringent criteria, and we wanted our support services to match the toughest criteria around.



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SCP Support Standard Helps Continue Support Improvements

SCP criteria and subsequent certification ensures continued improvements and implementation of support industry best practices. Initially, the SCP Support Standard allowed for the systematic analysis of all areas of support and identification of areas where changes could benefit customers. This approach provided a productive and efficient process for moving through a thorough analysis.

The Legato Support Center found the yearly re-certification process to be one of the most valuable aspects of SCP. The company earned certification under the SCP Support Standard on its first attempt and the annual audit and re-certification process provides a clear course for measuring and ensuring ongoing progress, all in the name of better servicing customers. "The ongoing certification process has provided a formal tool to help us document and fine-tune our processes," says Panozzo. "We now have a more effective method of referencing and communicating processes throughout the organization."

Tangible Long-term Results

The SCP re-certification audit process fundamentally improved the center's technical support structure and transformed how the division dealt with customers on an organizational level. Key improvements from the SCP Support Standard encompassed all aspects of the Legato support organization.

Simplified, Integrated, and Enhanced Support

Achieving Certification under the SCP Support Standard prompted the company to update its support programs to include 24/7 coverage for all programs, consistency across all product lines, and simplification of all support programs. A number of initiatives were implemented to achieve these three goals, including:

- Cross-Functional Teamwork
- Documented Support Model
- Case Ownership and Accountability
- On-Call Process
- Continued Process Improvement:
 - Duty Manager Process
 - Time-based Escalation Process
 - Hotshot Communication
- Product Request for Engineering



The newly implemented processes helped Technical Support listen to customers and increased two-way communication in an efficient manner that spanned all customer interactions. “The improved processes offered consistency in support for all customers from product to product; partner to partner; day-to-day; and year-to-year,” says Panozzo.

Customer Surveys

The introduction of customer satisfaction surveys documented these improvements and offered further proof of the company’s dedication to support. The SCP Support Standard offered guidance on how to best use survey metrics to become even more responsive to customer needs. “As a result of adopting the SCP Standard, we have been able to build a better framework around our periodic survey process,” states Panozzo. “By constantly communicating with our customers, we have more information about what is important to them, and can continue to provide a higher level of service.”

Partner Programs and Educational Services

Another key area of support enhancement illuminated by the SCP Standard was educational and partner initiatives. EMC’s Legato partner program, which includes an Authorized Technical Support Provider (ATSP) program, now provides enhanced services for partners to help ensure quality support delivery. These programs also aid EMC in gathering valuable feedback by allowing it to monitor the level of support provided by partners. EMC Education Services for Legato and their authorized training partners now provide product and technical training that help its customers and partners achieve their business goals.

Credibility and Confidence

The SCP Support Standard provided an objective, industry-accepted benchmark to measure EMC Legato support performance. “Our efforts to achieve certification under the SCP Standard have increased the confidence of our sales force, partners, and other parts of the organization when selling the value of technical support offerings,” states Panozzo. “It also offers additional evidence to our customers of our commitment and success in providing industry-leading technical support services.”

Best Practices Take Center Stage

Overall, EMC believes that SCP has been essential in changing how the Legato support staff approaches projects and problem solving. With the SCP framework as a guide, each support staff member now thinks in terms of proven, industry-standard solutions. “The SCP Standard has changed the way our support employees think about all projects and processes,” says Panozzo “When approached with a new project or task, they now think about where this fits within the SCP process and take best practices into consideration.”

About Service Strategies

Service Strategies advances service excellence for quality-minded organizations by providing industry standards, consulting, and training solutions that ensure delivery of consistent, high-quality customer service and support.

Service Strategies applies a proven benchmark process to its standards programs that measure and drive 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.

The world’s leading service and support providers use Service Strategies’ Service Capability & Performance (SCP) Standards as a roadmap for service excellence and a qualitative and quantitative measure of success.

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

