Introduction to TS Escalation Policy

Introduction

{*Voiceover* - Jeff Leger}

Hi, this is Jeff Leger; I am responsible for Technical Solutions Escalation for the Technology Solutions Group. My responsibilities include the successful deployment and compliance of the TS Escalation policy.

I’m excited to relaunch the global implementation of the TS Escalation Policy. This policy establishes universal guidelines for managing and resolving technical and non-technical issues in a timely fashion that would otherwise impact our customers and impede our ability to achieve our goal to provide Best in Class customer service and support.

Our customers rely on our expertise not only to introduce outstanding products for the marketplace, but also to support those products and limit the impact of any issues that could have a detrimental effect to their ongoing business unless they are quickly and successfully resolved.

I believe it is significant that the TS Escalation Policy is specifically designed to promote rapid, consistent, and predictable resolution of technical, sales, customer, and resource-related issues that may arise during any TS project life cycle. This is critical and essential for providing the appropriate management awareness, cross-functional collaboration, and mobilization of resources. This may also include Qualified Partner Resources acting on behalf of EMC.

Although the roles and titles of individuals in some EMC regions may differ, our intent is to allow for corresponding variations in the process, with the assistance from the FSO to localize the process. It is important that management at all levels understand, support, and follow-up the progress of a case in the escalation process.

The confidence of our customers – both internal and external – depends greatly on EMC's ability to demonstrate that the proper processes, tools, and resources exist to address issues expediently, with clear plans for resolution and well-defined milestones.

All EMC staff and support partners play a role in the escalation process. It is the responsibility of all EMC staff and partners to have a complete working knowledge of this policy.

The demonstration you are about to see will provide a high-level view of the TS Escalation Policy. Complying with the policy is critical to our success and that of our customers.

Thank you for taking the time to watch this overview. We look forward to your active participation in helping us successfully deploy this initiative as a key step in our ability to achieve the overall vision of Technology Solutions.

{*Voiceover*- MMPG}

Our Vision

The goal for TS Escalation is to solve customer issues rapidly by complying with a process that is consistent and predictable, and offers specific guidelines that are achievable by all team members.

We are offering tools that can be used throughout our organization and in the field for creating and tracking cases, logging related information, and closing issues in a timely manner. Our intent is to provide our customers the best service possible.

The first step in deploying TS Escalation has been to upgrade Clarify, our customer relationship management system. The second step has been to provide remote access to team members so they can track and update TS Escalation cases by logging in to the Field Regional Rapid Response (FR3) web site. This information is then used to update the corresponding Clarify case, thereby keeping case information current and available to all TS Escalation team members.

Overview of the TS Escalation Policy

When TS personnel encounter a customer issue that they cannot readily resolve, it must be escalated to someone who can help identify a solution. Some issues may not be urgent or have a major impact on the customer's business. However, in many cases, the issue may be so severe that the customer will incur serious business ramifications unless it is quickly remedied. No matter the situation, there must be a plan that everybody can follow to ensure success.

The TS Escalation Policy establishes this premise through a defined escalation process. The policy establishes the roles, responsibilities, and process flows to be followed depending on the type of problem and the severity of the issue. The **Technical** escalation process enables a clear escalation path for resolving software and hardware issues. Whereas, the **Project** escalation process manages non-technical issues that require management and executive awareness, possible mobilization of resources, and assurance of customer contact/involvement as necessary and appropriate. The **Presales** escalation process covers such situations as configuration and design challenges.

The **building block of the TS Escalation Policy is a Clarify case.** Because of the time constraints required to solve an issue, the best practice is to have everything related to the escalated issue in one place. Creating a Clarify case provides that central repository. From the current escalation level to what has been done so far, the TS Project Manager to the Program Delivery Managers and TS Directors handling the case, all information tied to the case is logged and easily accessible by everybody on the escalation team. A Clarify case can be accessed via one of two methods, through Clarify, itself, or remotely through the Field Regional Rapid Response – FR3 – website.

For every TS escalation case there is a process. Based on severity level, there is a specific timeframe in which the case must be solved or otherwise escalated to the next person on the list with greater technical and/or management expertise. The TS Escalation policy ensures we stay on track to achieve our support goals, from the time the issue is called into TS, to adhering to the maximum time limits and process change of command.

You can begin to see the value of this information as a tool to manage customer issues and to provide high-quality customer service.

The Benefits of TS Escalation

TS Escalation increases the likelihood of resolving issues in a timely fashion. If a TS employee can't resolve it within a specific timeframe, it immediately gets escalated to somebody with greater organizational authority and resources.

TS Escalation will allow Technology Solutions to more effectively manage issues that require management involvement, cross-functional collaboration, and resource mobilization. The information collected in the Clarify database can be easily shared and updated by any member of the TS team.

We can provide consistent and predictable results because everybody will follow the same process. We will be able to improve quality, efficiency, and the overall cost-effectiveness of resolving customer issues.

In essence, TS Escalation provides the information that will help us achieve our goals in providing the best possible service to EMC customers.

Structured Escalation Means Faster Issue Resolution

A “case” created with EMC’s Clarify tool is the vehicle by which the TS Escalation process captures crucial and timely customer information. A case can be created for preventing or resolving a technical issue – such as a problem with hardware or software products – or a non-technical or “project” issue, which covers a more broad issue requiring management involvement.

All of the key TS employee roles and responsibilities required to resolve the issue are defined. By adhering to strict time limits, the issue can be quickly escalated through a chain of command with increasing organizational responsibility and ability as becomes necessary.

The CAC Provides for Priority Escalation

At any time that a technical issue is not getting resolved in a timely fashion and is impacting a TS Implementation, the TS Project Manager can escalate the Clarify Case to the TS Program Delivery Manager, or PDM. The TS PDM escalates the case to the local CS Manager to ensure the case is placed on the Customer

Action Committee's, or CAC's, agenda through the Global Services Corporate Customer Support Manager (CSM).

The CAC meets daily and consists of representatives from different management groups within the Global Services and Technology Solutions organizations, including Tech Support, Services Management, and the TS Escalation Manager. The CAC ensures the case/technical issue has the appropriate technical support and engineering resources engaged to resolve the issue in a timely fashion. Daily, the CAC account database, which contains data about cases being tracked by the CAC, is circulated to executive management within Services and Sales and reviewed for rapid case resolution.

Note, it is the TS Project Manager's responsibility to ensure that Clarify cases for technical issues impacting a TS Implementation are escalated to the TS Program Delivery Manager, for placement on CAC for Services Management's visibility and corrective action.

Let's talk a little about how the basic escalation process works.

TS Escalation Basics

Of the three type of escalation processes, **Presales escalation**, which involves configuration and design issues, is the only process <u>not</u> typically managed by defining a Clarify case. Instead, the feature/functionality requirements are addressed through the RPQ process or with Product Management, and not through the Support Center. However, in some instances it may become necessary to open a case to determine that a feature is not actually supported.

A key to a successful sales cycle is the completion of a comprehensive Presales Qualifier as part of the Sales Representative's project pre-work and submission to the appropriate Solution Validation Center – Open Software, Business Continuance, or Network Storage. An incomplete or missing Qualifier is a valid reason for escalation.

Escalation would also be required in such situations as when the product configuration is not included in the scalability or compatibility matrices and guides, or the configuration or planning phase of a deal cannot be closed due to resource constraints. These issues would require escalation once it is clear that they cannot be resolved with the current resources and authority.

Presales escalation is initiated by consulting the local TC resources, performing a Knowledgebase search on Powerlink, contacting the Field Champion or emailing the Champion distribution list, and emailing the corresponding Solution Validation Center.

In contrast to handling presales issues, technical and project-based issues that cannot be resolved with current resources and authority must enter the escalation process by creating a Clarify case.

Technical escalation deals with hardware or software issues encountered during the implementation phase of the Integrated Sales Cycle, as well as ongoing production. For example, the system is “down” or a major system function is unavailable, and the problem will create intolerable delays unless addressed.

Project escalation is also associated with urgency but relates to such non-technical issues that require management and executive awareness before the customer initiates escalation. For example, the statement of work cannot be finalized, EMC is unable to assign critical resources, or the RPQ is not available.

Both the Technical and Project Escalation processes should be initiated by the Client Solution Lead, Technical Consultant, Solutions Architect, or Project Manager calling the Customer Support Center and relaying the follwowing information: the caller’s name; category of escalation, such as ”Open Software”, “NAS/SAN” or “Business Continuance”; the severity level; the client’s name and address; site ID; and the type of TS escalation – technical or project; and a summary of the problem to the Customer Support Tech, or CST.

With the information gathered from the caller, the CST creates a case in Clarify,...

enters the caller’s information and identifies the type of case with the **CREATE TYPE** as “TSG Technical” or “TSG Project”. The CST saves the case. In the instance of a TSG Project case, the CST sets up the initial escalation values on the TSG Escalation screen that automatically pops up.

The CST informs the caller of the case ID for future tracking, and then assigns the case to the appropriate TS Project Manager for processing.

At this point, and for as long as the escalation case is open, TS team members can monitor and add notes to the case remotely by navigating to the FR3 website:

http://csapps/sacopen

Let's take a look at the key information that must be set up at the start of the escalation process.

Create the Case

The CST creates the case just like any other case in Clarify, by identifying the site and contact information, the case type, category, customer severity, and case priority. The **CREATE TYPE** must be set to either "TSG – Technical" or "TSG – Project" for the appropriate type of escalation. A TSG-Project case utilizes an additional screen, the TSG Escalation screen, which automatically displays when the new case is saved.

Use this screen to enter detailed and current information about the Project escalation, such as the TS Practice, Region, Division, and managers and the initial escalation level, such as "Project Manager" or Practice Manager".

Escalation Severity

The **escalation severity** affects the time limits that must be followed in the process. For example, for a Technical Escalation case, Severity 1 escalates to the next level within 15 minutes, whereas a Severity 3 would not escalate until the next business day. Note, on the landing page, there are tables describing the different severity levels that you can download.

For Technical Escalation cases, Severity 1 implies a severe problem where a customer will miss a go-live or a sale is at risk, and there is no contingency plan. Severity 2 corresponds to a major functionality impact where the system cannot go live, but the customer deadline is not yet at risk. Severity 3 will affect customer productivity – which is acceptable to the customer in the short term - and there is a work around, but the problem must be fixed.

In Project Escalation, severity 1 identifies that there is direct client or project impact. The project has stopped and the client is at risk. Whereas, severity 2 indicates there is impending client or project impact, such as customer history of unresolved issues, performance issues with the current solution, and continued customer delays.

Once the escalation data has been set up, the CST assigns the case to the appropriate TS personnel to start issue resolution. Each team member has a specific role to help resolve the case.

This section provides an overview of each feature. At the end of this presentation you will be able to view a demonstration of all the features and options available.

Everybody has a Role and Specific Responsibilities

The TS Escalation Team is ready to act as the case progresses through the escalation process toward resolution. Each employee has a role to fill. And for each level of escalation, TS employees must attempt to resolve the issue within a specific timeframe.

It is important to understand that the escalation **time limits are MAXIMUMS.** As soon as it is clear that the issue cannot be resolved with the resources and authority at the current level within the required time limit, the case must progress to the next level of escalation. This process continues until the issue has reached a successful resolution.

Tracking and Logging Notes

Once the case has entered into the Clarify system, team members can access the case status whether or not they have local access to Clarify. They can track the case by accessing the FR3 website. They can also enter notes about the case in FR3, and as appropriate upload the notes to the actual case in Clarify so all team members can see them.

For example, you can log general notes, research notes, commitments made to or by the customer, and phone calls, as well as notes that the customer can view.

Personnel who have the appropriate Privilege Class and access to Clarify can update the TSG Escalation screen and enter notes to reflect the current escalation level directly in Clarify. It is the responsibility of the Project Manager to ensure that the Clarify Case notes are updated daily with the current issue status.

Let’s look at an example of how the escalation might be used.

Escalation Example

EMC personnel have been busy implementing a rapidly unraveling banking and financial services integration project for a national bank that recently acquired a large regional bank has been. The Project Manager believes that the current resources and management personnel may not be able to successfully implement the solution as sold. The project is obviously behind schedule and the client may be at risk to meeting an end-of-month deadline.

The Project Manager calls the Customer Support Center and describes to the CST the customer information and a summary of the problem — indicating that the issue requires TS Project Escalation with a severity level of 1.

The CST opens a new case in Clarify and enters the corresponding information. On the TSG Escalation screen, the CST enters as much of the required information as possible, such as the TS Practice type, the escalation level as “TSG 1”, and the region, district, and corresponding managers to handle the escalation.

The CST tells the Project Manager the new case ID for tracking purposes, and proceeds to assign the case

The Project Manager convenes a con call and tells the account team that they have 24 hours to try to fix the issue that is delaying the project.

By the end of 24 hours, the account team has not been able to resolve the issue. Because “1 day” is the initial time limit, the case is escalated to the next level – to the Program Delivery Manager, or PDM. The Project Manager accesses the FR3 site, and uploads a note to the Clarify case indicating that the case has been escalated.

The PDM informs the Client Solutions Manager, Customer Service Manager, TSM for Commercial sites, and the District Sales Manager of the issue. **By the end of day 3,** they realize that they do not have the authority to resolve the issue, so they escalate the case to the Technology Solutions Director, or TSD, and update the case.

The TSD notifies the Area Sales Manager and the Divisional Vice President of Sales of the issue, and the Practice Manager notifies the Global Practice Leader. Unfortunately, the issue is still unresolved **at the end of day 5**. So, they escalate the issue to the TS Escalation Manager, or TEM.

Throughout the process all participants add notes to the Clarify case either directly using Clarify or via the FR3 website.

The TEM notifies the Senior Technology Solutions Director and the appropriate Global Practice Leader. The TEM is the single point of contact at this stage to coordinate activities until the issue is resolved. Although there may be a solution, **at the end of the 7th day** the TEM brings the issue to the Business Management Team if necessary for final resolution.

Within 10 days, the team resolves the issue and closes the case. **Most importantly, the customer is happy!**

It is worth noting that if the issue had been resolved at any point along the way, the case could be closed. Again, escalation serves the purpose of moving the issue quickly through the chain of command to the end goal of a successful resolution.

The Issue is Resolved! Now What?

Once the issue has finally been resolved to the customer's satisfaction and no further actions are required, the Project Manager is responsible for closing the case with the appropriate case closing screen or root cause of the problem.

In Closing...

{Voiceover - Jeff Leger}

Hopefully you now understand how TS Escalation is valuable in helping us manage our business more effectively and to the satisfaction of our customers. TS Escalation provides the basis for solving uncommon issues that could seriously impact our customers to the detriment of EMC's reputation for providing high-quality products and support – and solving them in a rapid, consistent, and highly predictable manner.

We share the responsibility to comply with this proven policy for escalating customer issues from the initial call to resolution. TS Escalation provides that methodology and the centralized information source using Clarify and FR3 to do just that!

Thank you participating in this session and for helping make our vision a reality.