Satmetrix®

An Experience-Led Approach Translates to Real Business Results

symantec™

Headquartered in Cupertino, California and with operations in more than 40 countries, six billion dollars in revenues, and over 50 million customers, Symantec is the global leader in infrastructure software. The company's products and services help consumer and enterprise customers protect their technology infrastructure, information, and interactions by addressing risks to security, availability, compliance, and performance.

Net Promoter® is a Key Focus for Symantec's Long Term Success

One of the core values of Symantec is being customer driven. With an understanding that loyalty is a key indicator of long-term success, the company adopted Net Promoter® in 2004. Net Promoter is a loyalty metric and management discipline that has been embraced worldwide as the standard for measuring and improving loyalty.

Symantec selected Satmetrix solutions as a key customer listening mechanism to monitor customer experience and drive improvements across the enterprise. In 2006, Symantec deployed Net Promoter in the Consumer Business Unit (CBU), which is responsible for developing and marketing the industryleading Norton products, representing over 30% of Symantec's total revenue.

Since introducing the Net Promoter methodology, the CBU has seen impressive results. Not only have they achieved over 50% increase of their Net Promoter Score™ (NPS®) for the Norton Internet Security (NIS) and Antivirus (NAV) product lines, but they have also seen improvements in areas such as support satisfaction, support costs, and call efficiency.

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Siloed metrics and unique goals.

Prior to adopting Net Promoter, the Consumer Business Unit operated primarily in silos. Sales, Support, Engineering, and other departments had their own unique goals and metrics.

Stephen Riviere, Senior Director, Consumer Sales Strategies, recalls that before Net Promoter, "Everything was fragmented. Each department had its own important metrics, but those metrics didn't necessarily translate to things that helped the company overall. The development team, for example, maintained metrics about bug fixes, and new features and functionality, but they didn't necessarily think about the impact of those decisions downstream on Support or customer loyalty."

With consumers, installation, performance, and support are key overall experiences that drive loyalty. Through customer feedback from Support and the NPS surveys, issues that were causing significant dissatisfaction rose clearly to the top for prioritization, namely, the installation process and product performance. In turn, issues in either of these areas directly impacted Support, which experienced increased call volumes, longer hold times, and increased time for cases to be resolved.

TAKING ACTION ON CUSTOMER FEEDBACK

Building a team with new vison, leadership, and technology.

Throughout the next two years, the consumer engineering team underwent a transformation. Key to making the changes customers were demanding required changes in vision, leadership, and technology. New stretch goals were set, new team members were added, and pain points described by customers were put on a "hit list" to eradicate. While the bigger changes were underway, a series of smaller revisions to the product were implemented to resolve installation failures and improve the overall product experience. In the end, the product was almost completely re-written to deliver market leading solutions on installation and speed while continuing to deliver industry leading security. Using feedback as their guide allowed them to deliver the product the customers wanted rather than delivering the product Symantec thought customers wanted.

With the most recent version of Norton Antivirus and Norton Internet security, they achieved impressive results:

✔ Reduced install failure rates from 11% to 0.3%,

✔ Improved installation performance 500%, to achieve an installation time of 43 seconds

✔ Improved performance and reduced memory usage from 80mb to 4mb

✔ Achieved a doubling of NPS for 2009 products

With the product improvements underway, the team began to introduce changes to Technical Support through inproduct technologies to improve the support experience.

These technologies enable customers to provide immediate feedback and get help quickly without having to search the web site. They include:

✔ A "get help" button in the product that linked directly to Support and automatically relayed information such as version, purchase date, and subscription status.

✔ Implementation of chat and remote control technologies reducing language barriers and making support contact more efficient for both Symantec and the customer.

Stephen Riviere summarizes that "What Net Promoter does for a company is provide a single metric that all departments can focus on. It forces everyone to look at a single metric, and then set individual department goals in a way that aligns with the Net Promoter goals. It engenders a philosophical change and encourages more collaboration. It's simple, but it's huge."

IMPACT AND RESULTS

✔ Net Promoter Score for the overall Consumer Business Unit doubled in just three years.

✔ Support achieved a 13-point improvement in satisfaction scores, surpassing even their stretch goals.

✔ Support achieved a 10-12% reduction in call times, plus agents now handle an average of 1.6 customers at a time.

✔ 30% reduction in support costs was reinvested in the customer experience, keeping overall budgets flat.

✔ Record setting number of awards and positive reviews around the globe, including the prestigious PC World 'Editor's Choice' award from dozens of countries.

Symantec Stakeholders
Take Customer Feedback Seriously

Symantec distributes customer feedback and Net Promoter Scores to all employees and outsourced support providers on a continuous basis.

Support Team
Support call center agents and support outsourcing companies review customer feedback on support performance and customer satisfaction scores monthly.

Cross-Functional Operations Team
Cross-functional teams meet bi-weekly to review customer feedback, NPS vs. goals and ensure plans are in place to improve results. This team identifies performance gaps, makes recommendations, and elevates issues to executives.

Executive Management
Executives, including leaders in Engineering, Marketing, and Support, are updated quarterly on overall results.

CULTURE OF SUCCESS

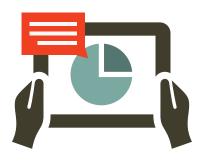**Commitment to a focus on the customer delivers results.**

Net Promoter has become deeply integrated into Symantec's business. Every department has a Victory Plan which includes business, customer loyalty (connected to or measured by NPS), employee loyalty, and operational effectiveness goals. Executive management compensation is tied to all of these goals. This commitment creates a culture of focus on the customer that clearly delivers business results.

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Partnership with Satmetrix Accelerates Success

Symantec partnered with Satmetrix to execute their Net Promoter program. They put in place real-time technology to collect, analyze and distribute customer data to employees and business processes to integrate that data into employee workflows. These systems support Symantec's experience-led approach.

SATMETRIX FOR LOYALTY delivers insight on relationship health and performance gaps, resulting in reduced churn, improved competitive position, and increased cross and up-sell opportunities.

SATMETRIX FOR SERVICE DELIVERY monitors the quality of service and support delivery, and its impact on customer satisfaction and loyalty.

Stable Foundation Makes New Revenue Opportunities and Continued Innovation Possible

Symantec's position as the market leader in infrastructure solutions and their enviable role as a trusted advisor to many customers give them an opportunity to develop new revenue streams. Lenny Alugas envisions extending the company's offerings to include broader PC support products. He and others would like to see Symantec become the go-to company for a broader range of computer support needs.

Rowan Trollope, Sr. Vice President, Consumer Products, noted,

> "The customer feedback results from the NPS effort made the organization pay attention. Net Promoter enabled us to raise the urgency of our product issues and allowed us to remove dis-satisfiers in our product. I would absolutely use it at this company and any other company as a key performance metric."

Now that Symantec has addressed their customers' most pressing issues, the next phase is to create a differentiated customer experience. This process will take customer feedback and look at the customer interactions from customer support, to the retail experience, to renewal and licensing.

Symantec has spent more than two years building a best-in-class experience-led program by listening to customers and acting on their feedback. With this strong foundation and dedication to delivering a superior customer experience, it's easy to predict that this vision will become a reality.

Looking at their overall progress, Janice Chaffin, Group President stated,

" By taking action on the core things that were impacting the customer experience we were able to maintain our premium position. We expect that we will see increased growth as a result of the efforts we have made. "

About Satmetrix

Satmetrix is the leading global provider of cloud-based solutions for managing and improving overall customer experience. As co-creator of the Net Promoter® methodology, Satmetrix combines unrivaled NPS expertise with a powerful, yet cost-effective SaaS-based software solution to provide continuous, actionable, 360-degree customer insights. Leading organizations of all sizes and across multiple industries use Satmetrix solutions to drive customer retention, improve customer affinity and maximise positive word-of-mouth to deliver overall improvements in customer lifetime value. With more than 1,000 deployments in 40+ languages, Satmetrix provides a holistic view of the customer experience and the necessary expertise to help accelerate customer experience program success.

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