

INTERNAL MEMO

To: Dave Van Daele
From: Wayne Johnson
Date: 21 January 1991
Subj: State of Customer Support

Attached are the latest Customer Support stats. I have included actual data up through 1/15 for Cust. Svc. and GPOS, the 2 areas of deep concern. Each chart has a ref. no. in the upper right corner.

Customer Service:

This group has been under the gun since the layoffs. The reversal of our decision to drop Cust. Svc. without restaffing is very disconcerting to the entire dept. Despite the fact that Jody is on the phone approx. 3/4ths of her time, we are only staffed at 2.5 reps. due to absenteeism.

Based on the initial 2 weeks of Jan., the decreasing call rate has stopped. The daily rate of calls had decreased steadily since SEP. As you can see, the rate increased significantly in the 1st half of JAN (CS-1). Despite this decrease, the staff has been fielding a burn-out level of calls since SEP (CS-2). I'm very concerned about this. Absenteeism has increased and, as you already know, morale is down.

In addition the quality of our service has degraded. Both the percentage of callbacks (CS-3) and the average hold times (CS-4) has skyrocketed to unacceptable levels.

GPOS Technical Support:

This group has experience a steady increase of the average daily rate of calls since the release of DR DOS 5.0 (TS-1). This month they have passed the burnout level (19 calls/day, 360 calls/mo.) for the 1st time (TS-2). Up until now, I have been shifting staff into this group, managing very carefully the staff to call volume ratio and the quality of our support. I started this process in June by cross-training all of Tech. Support on DR DOS. I no longer have any variable resources to apply to the hot spots.

Of major concern is the quality of our support. The staff cannot spend time researching problems like they were. Many problems involve calling 3rd-party vendors and initializing an awareness of DR DOS in their Tech. Support and QA depts. Most of the time we swap product and are expected to test and resolve the customer's immediate issue.

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ourselves. A considerable amount of time is required on the phone with 3rd-parties, in familiarizing ourselves with their apps., in setting up test environments, communicating with EDC and in calling the customer back (sometimes several times). The staff is very dedicated and wants to do a complete job. The fact that they are unable to resolve issues or respond to faxes in a timely manner (or at all in some cases) is becoming very stressful.

In addition, they are called upon by Retail Sales to support pre-sale corporate sites with priority. Otherwise, these potential accounts will sense our degraded state of support and not purchase DR DOS. Retail Sales bypasses the phone system and calls the reps. direct to handle their account technical issues. They (let alone their accounts) do not want to experience the avg. wait (TS-5) of 3 to 4 mins., or longer, for the next available agent. They also need to be kept informed of the status of any unresolved issues. This requires multiple voice mail messages in addition to the account callbacks.

Our support requirements have not only grown in call volume, but also in definition. New roles of ISV and Retail Sales support have been added. All of these are valid and necessary. None of them are being accomplished in a timely or qualitative sense.

I propose the following steps be taken:

- 1) Evolve the staff into a tier system. The 1st tier of TS Analysts would field the retail support line, resolve all known problems on-line and document in detail new issues. The 2nd tier of TS Engineers would research and track new issues until resolved, assist on the retail support line during peak hours, and maintain a knowledge base of support info for the 1st tier to reference.

Six analysts can field 2160 calls/mo. and 5, 1800 calls/mo. During the 3 weeks of DEC we received over 1200 calls, a greater than 1800/mo. volume. The 1st 2 weeks of JAN shows nearly a 2300/mo. call volume. At least 6 analysts are needed on the phones. An additional 2-3 engineers are required for research and ISV and Retail Sales phone support.

This requires at least 2 additional staffers be hired immediately (2-3 week training period plus recruiting time!) in order to meet current demand.

- 2) Expand the phone system with 2 additional ports dedicated to providing priority support to Retail Sales. A new local number could be used to place the Rep. in the same ACD queue as the support line, but with priority. This means a Retail Sales Rep. would get the next available analyst before the 646-6464 caller. Only 2 ports would initially restrict the system to 2 Reps. in the priority queue. However, this queue could be expanded over time to include house accounts and corp. support center accounts. Initial costs would be approx. \$1000/port installed (2-port increments) plus \$300 for installation of 2 Pac Bell lines. There would be a nominal monthly Pac Bell charge of \$40 for the 2 priority queue lines.

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Graphics Technical Support:

This group is the best staffed of the 3, but is not over staffed. Half of the dept. layoffs occurred here (the other half in Cust. Svc.). They have been experiencing a gradual increase in daily call load since AUG (TS-6). Their calls/agent ratio is below the stress level (TS-7) and the callback ratio (TS-8) is near optimum. This group is providing quality and timely support expected by our customers. They will be challenged soon with the release of PT 2.0 and with the Draw Plus 3.0 beta program. I expect Graphics will be adequately staffed at least until Draw Plus 3.0 release.

As mentioned before, GEM PTK 3.1 and GEM/3 Desktop should be removed from the retail price list. The Desktop could be turned over to DISCUS and the PTK should only be an ISV product. The PTK has become unsupportable, neither has serious engineering efforts and the staff should focus solely on Artline, PT and Draw Plus.

Conclusion:

Although I expect the final data for JAN will not be quite as bad as the 1st 2 weeks show (we usually experience a short-term surge following holidays), these conditions have continued too long and do not show any signs of diminishing. We must add at least 1 Cust. Svc. Rep. and 2 GPOS Tech. Support Analysts now. Our service and support reputation are at stake.

I do not have budget to solve these problems. Therefore, I am requesting a budget exception. I would hope that our revenues are in excess of plan to support my extended staffing requirements. My headcount with these 3 additions (26) would still be 17% below AUG90 (24), including temps.

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CUST SVC CALL STATS

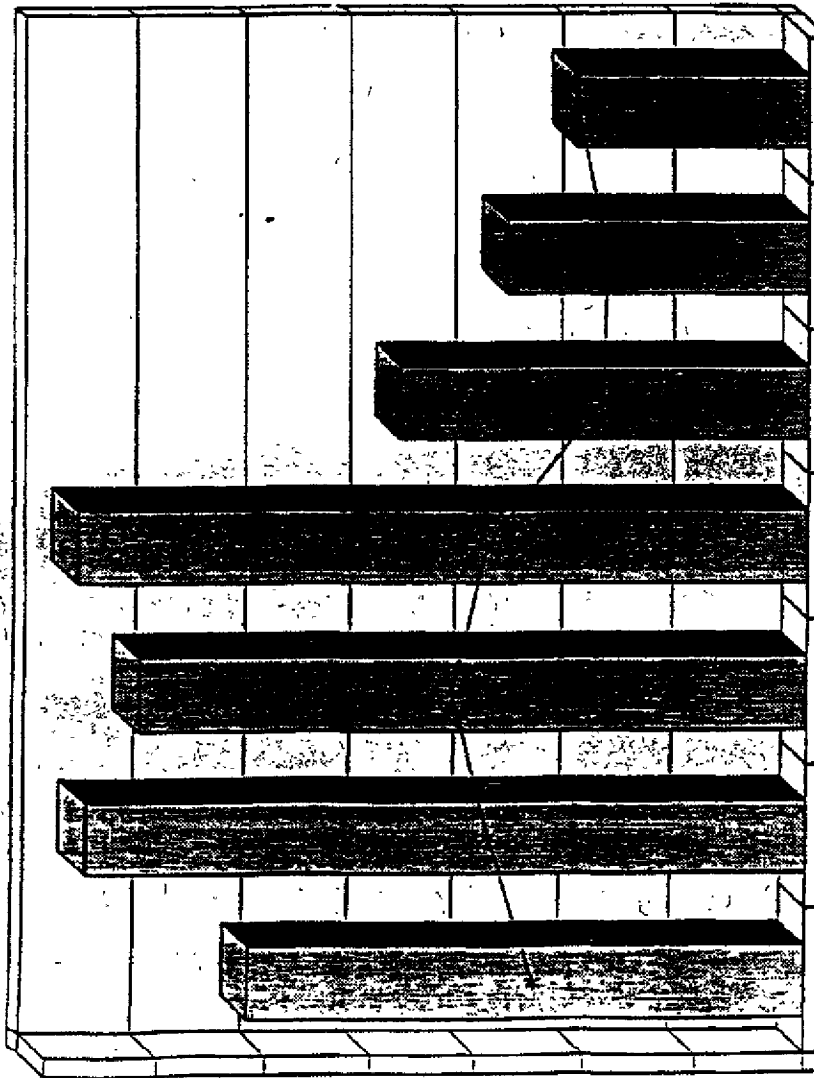
Total Calls & Daily Avg

CS-1

38055903

THOUSANDS

3.5
3.0
2.5
2.0
1.5
1.0
0.5
0.0



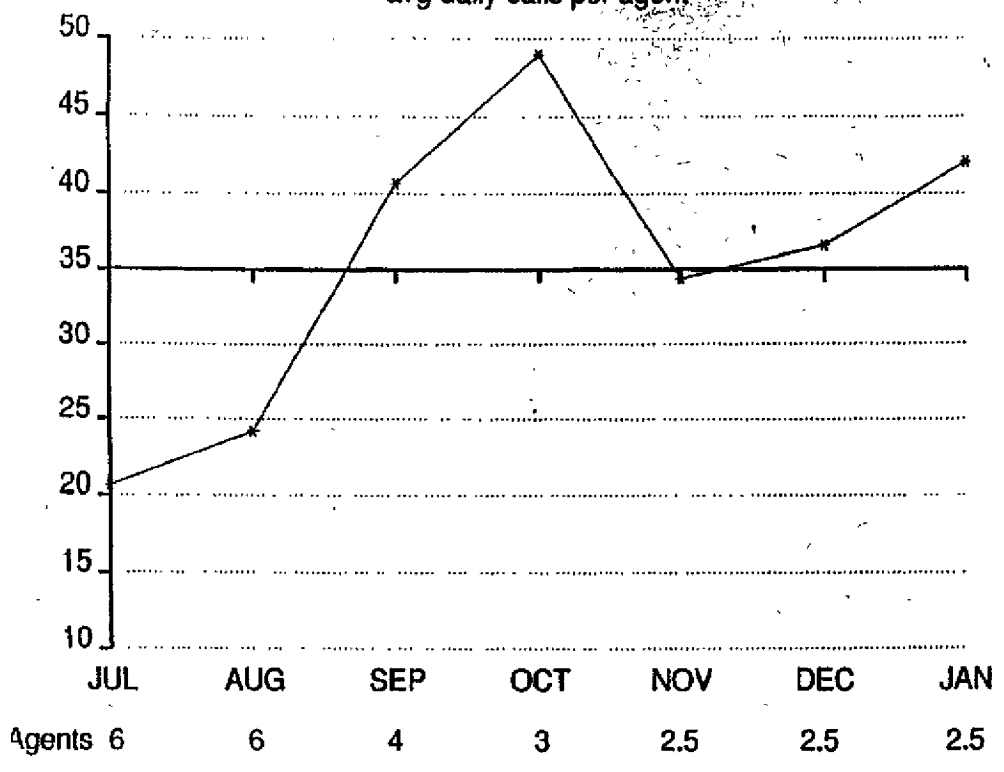
—*— Daily x10
Total

CUST SVC CALL STATS

CS-2

avg daily calls per agent

99055902



Agents 6 6 4 3 2.5 2.5 2.5

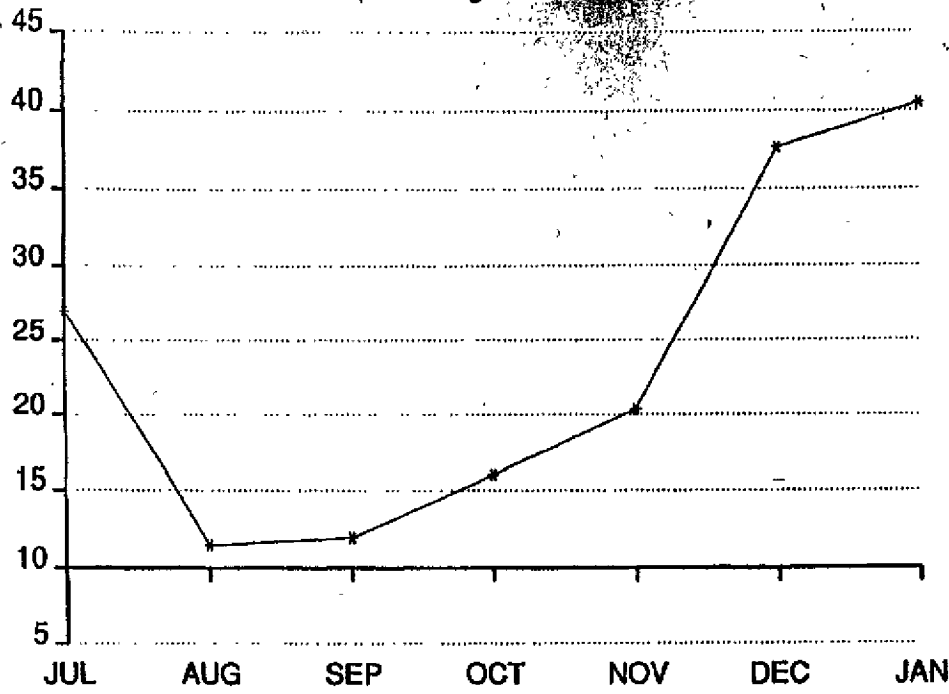
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CUST SVC CALL STATS

percentage callbacks

CS-3



0055087

MS-CCP-MDL 5009837

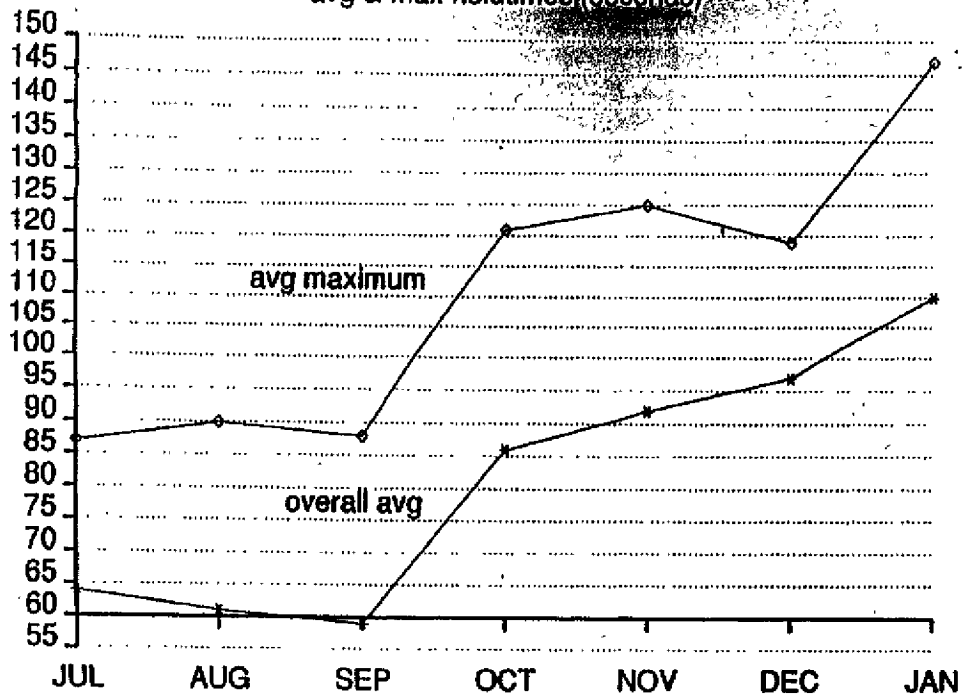
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CUST SVC CALL STATS

avg & max holdtimes (seconds)

CS-4

0005007



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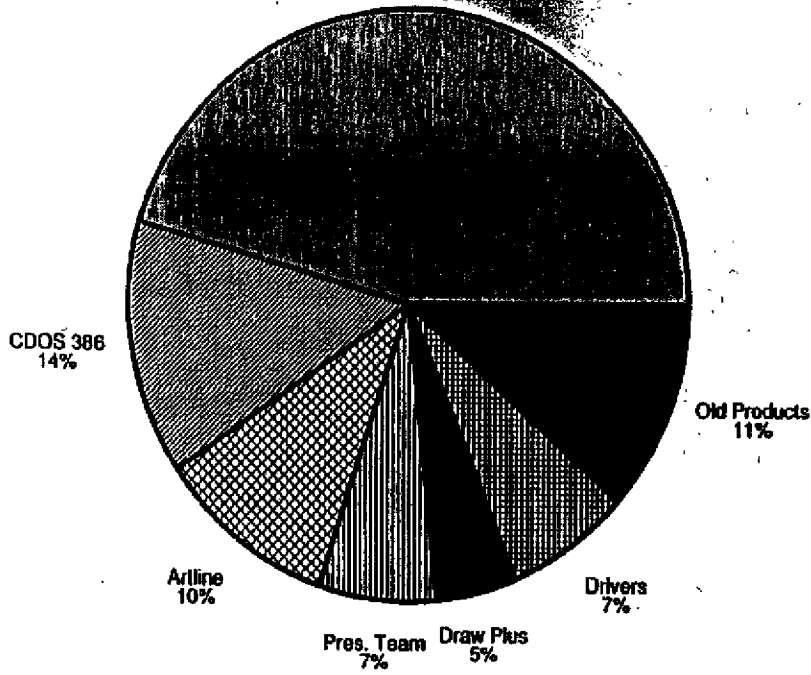
CUST SVC CALL STATS

by product (OCT-DEC)

CS-5

DR DOS
46%

68055903



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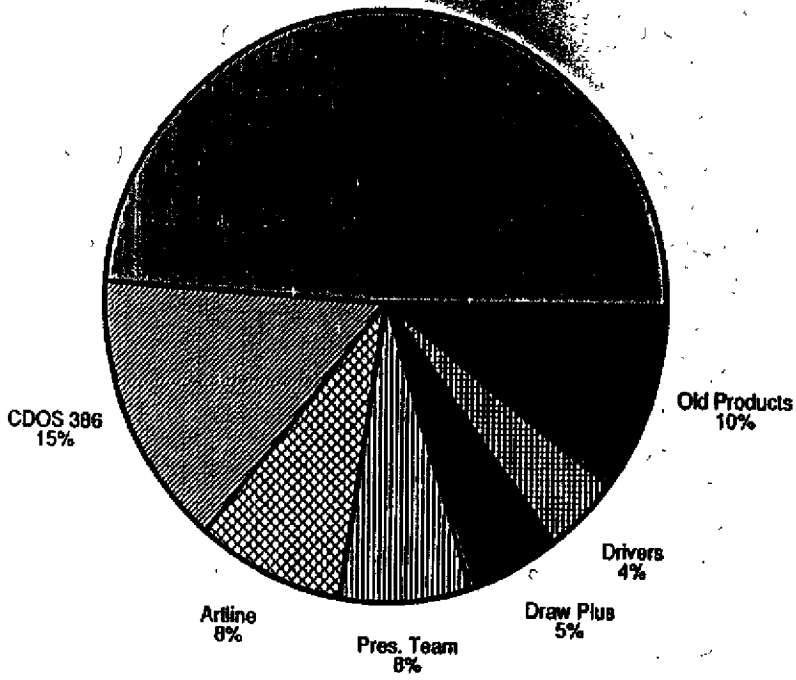
CUST SVC CALL STATS

by product (JAN 2-15)

CS-6

DR DOS
49%

06055003



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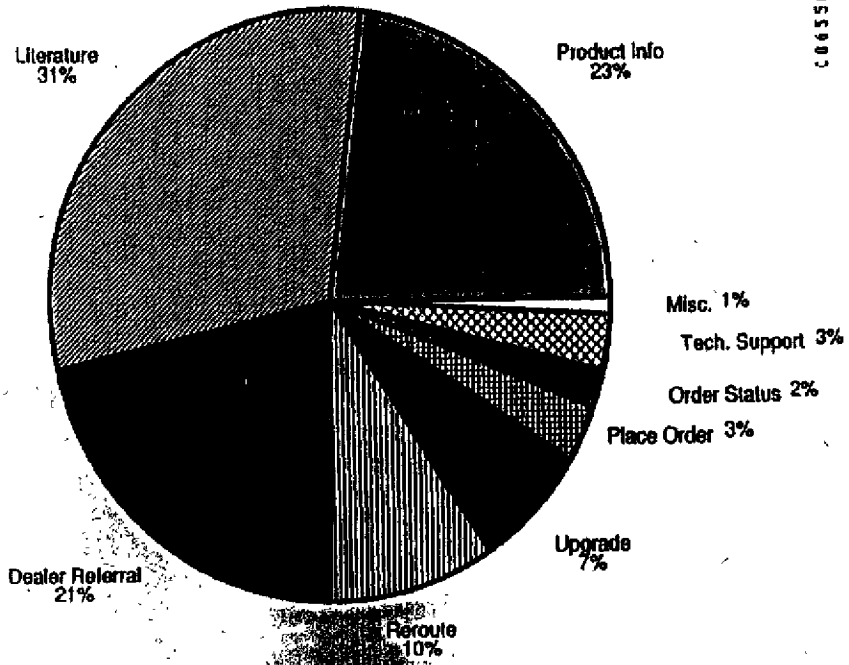
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CUST SVC CALL STATS

by call type (OCT-DEC)

CS-7

16051903



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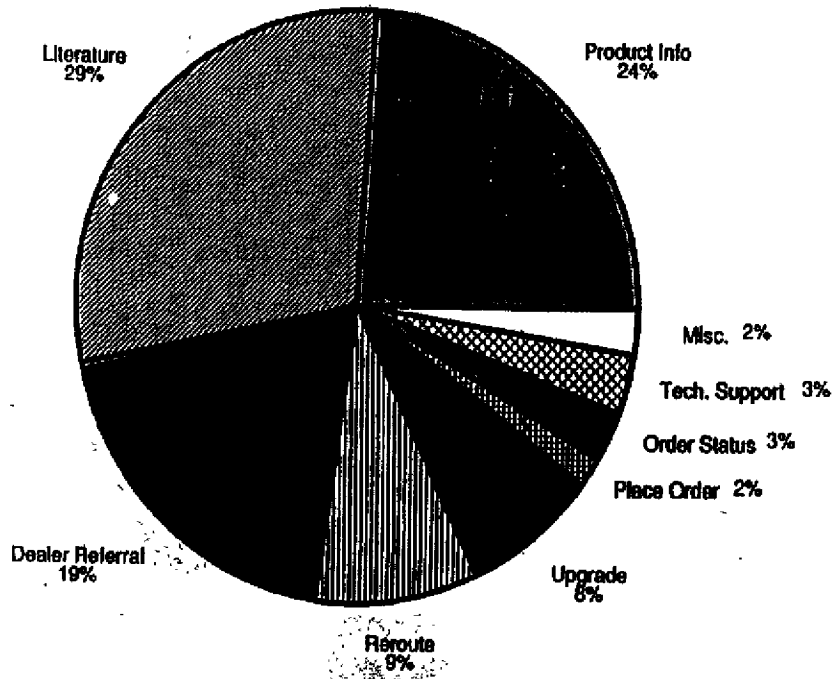
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CUST SVC CALL STATS

CS-8

by call type (JAN 2-15)

26055092



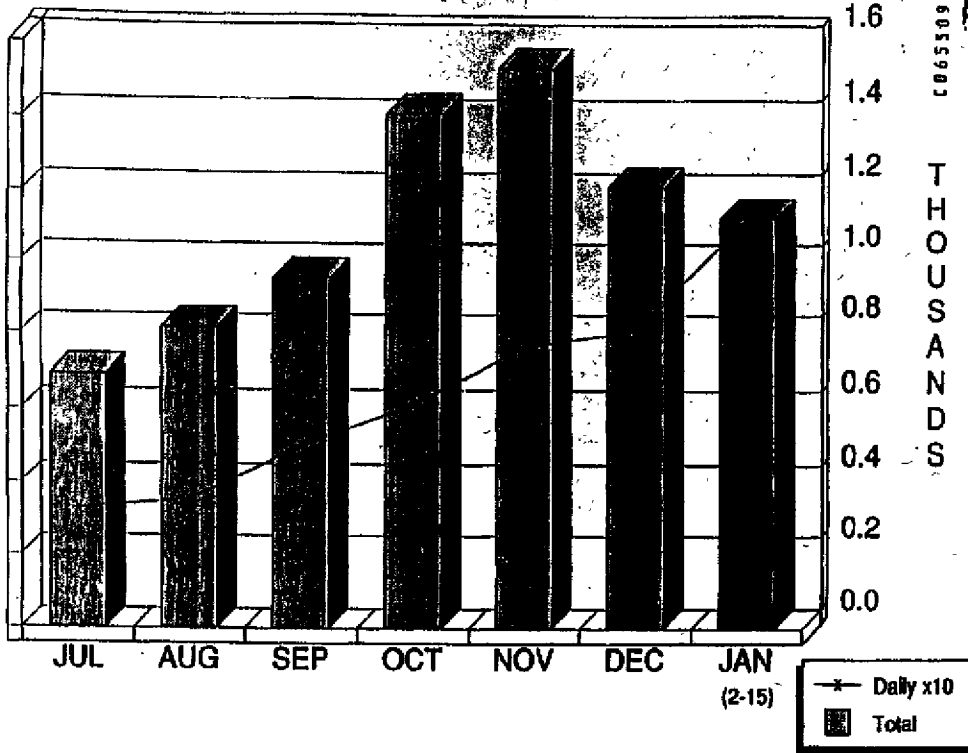
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GPOS CALL STATS

Total Calls & Daily Avg

TS-1



MS-CCP-MDL 5009843

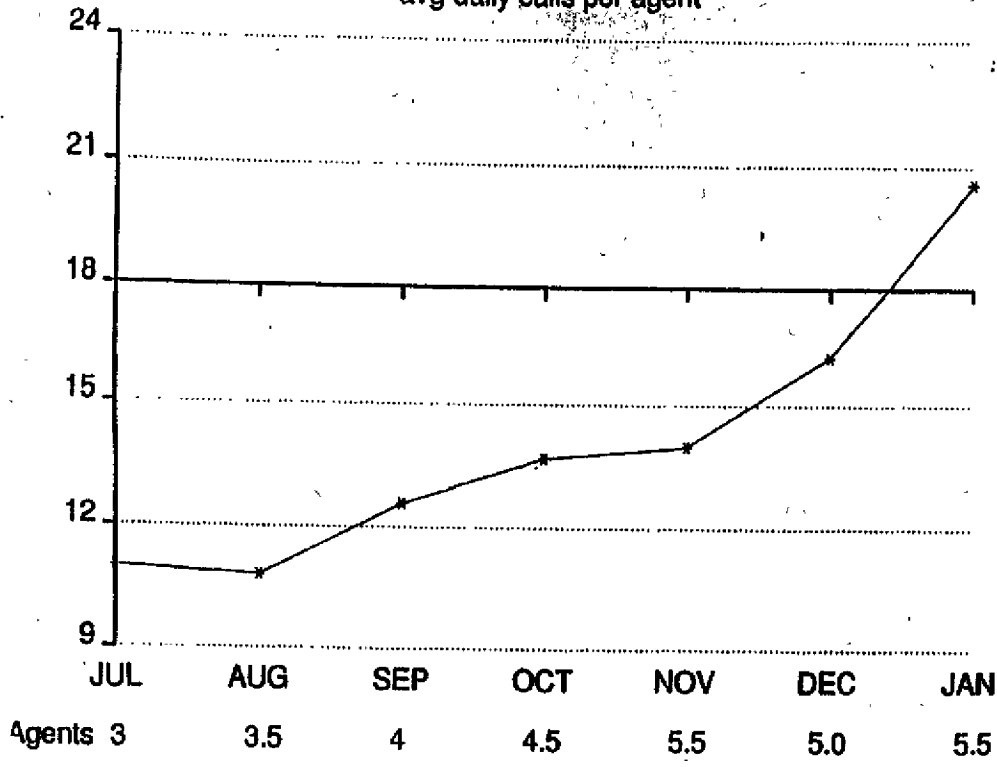
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GPOS CALL STATS

TS-2

avg daily calls per agent

4005903



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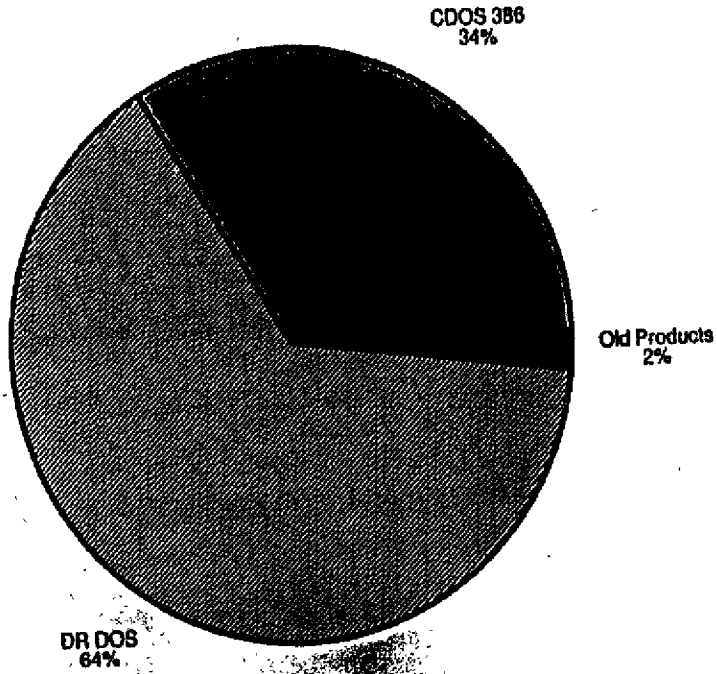
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GPOS CALL STATS

by product (OCT-DEC)

TS-3

5005903



MS-CCP-MDL 5009845

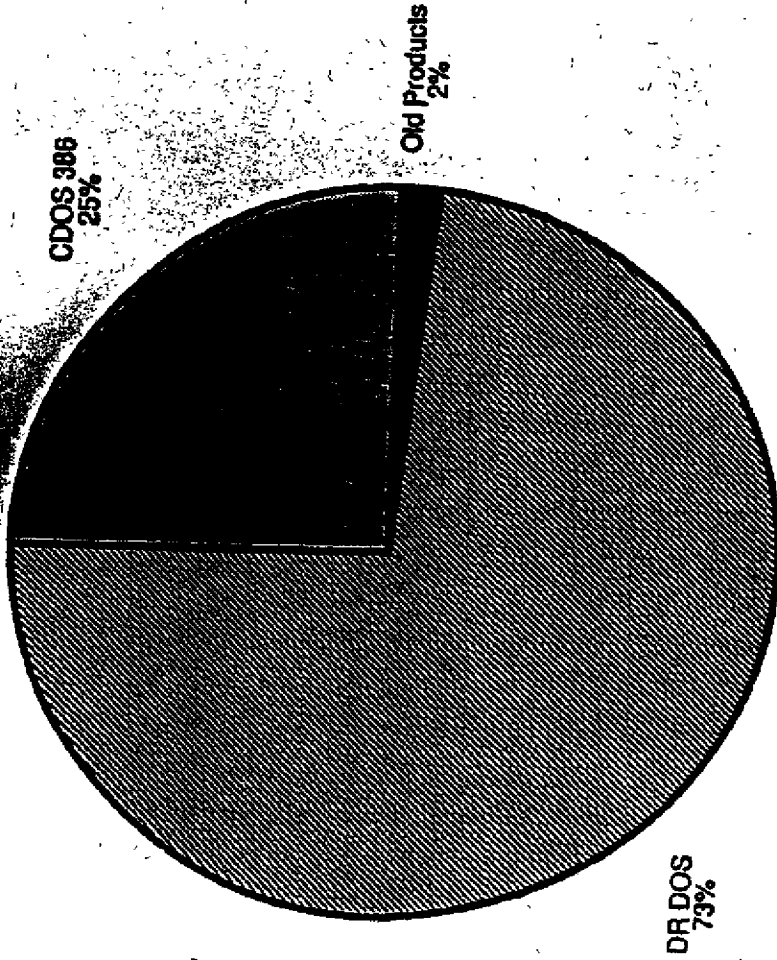
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TS-4

94055903

GPOS CALLSTATS

by product (JAN 2-15)



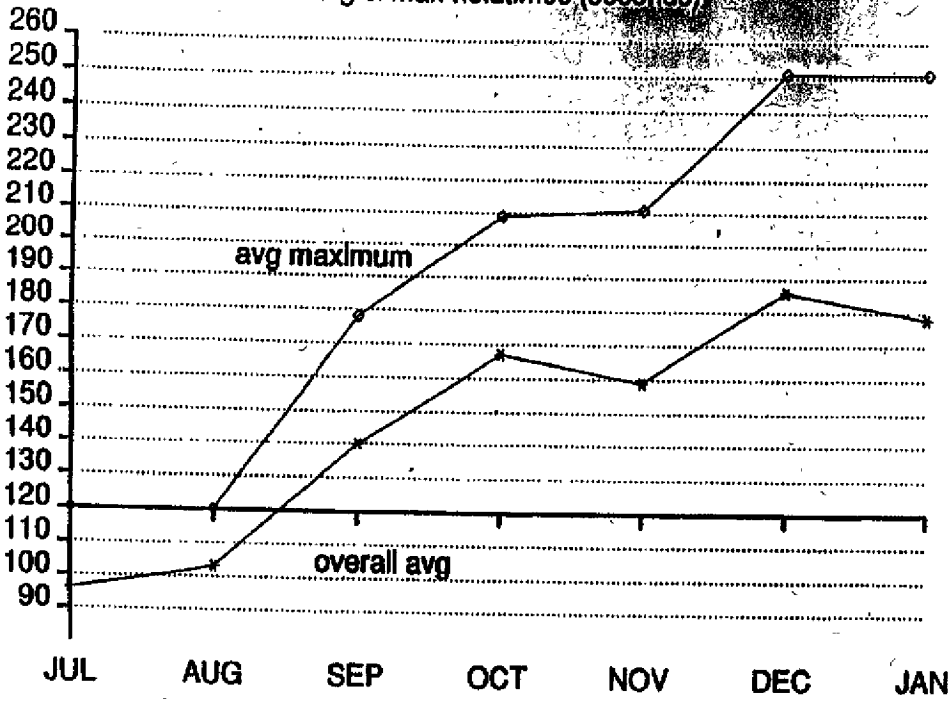
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MS-CCPMDL 000005009846

TECH SUPPORT CALL STATS

TS-5

avg & max holdtimes (seconds)



00695097

MS-CCP-MDL 5009847

MS-CCPMDL 000005009847

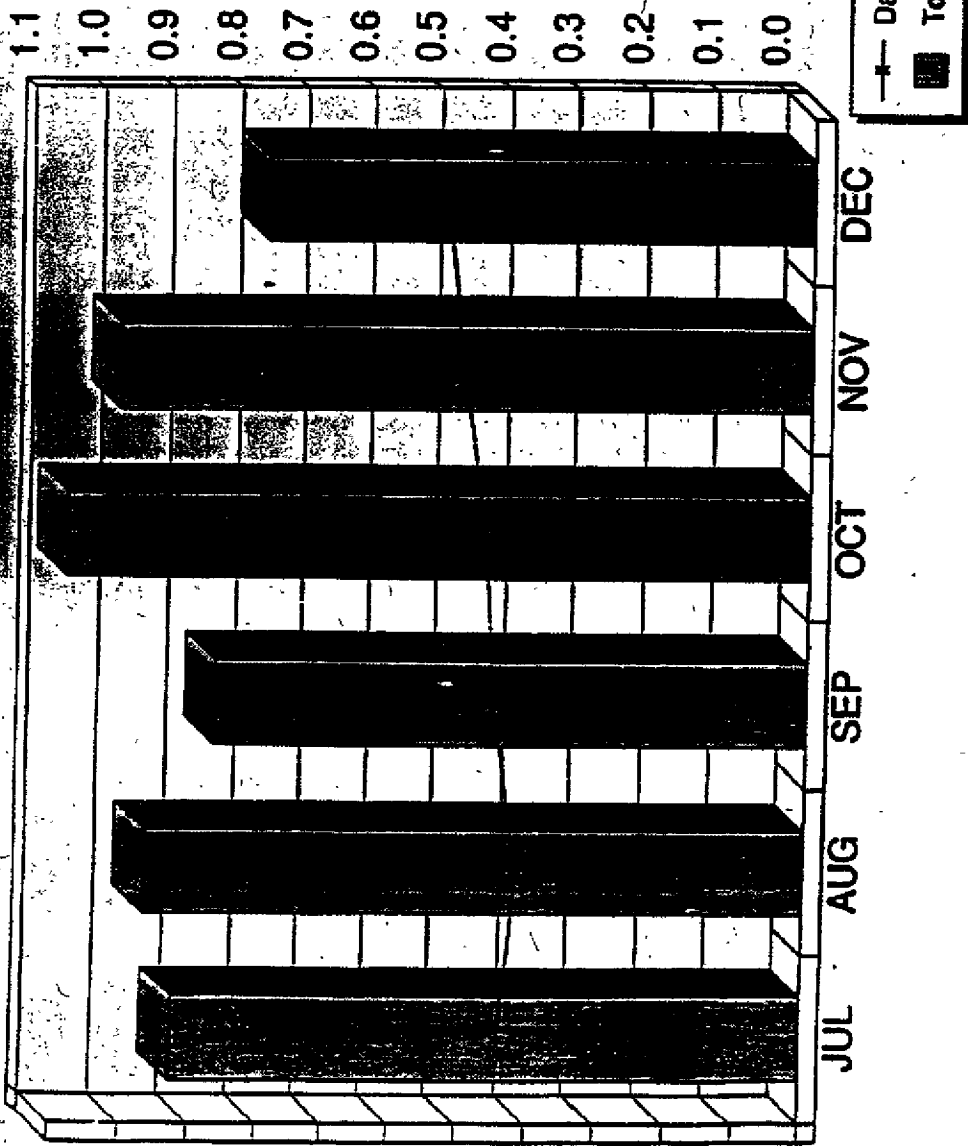
TS-6

86055993

T H O U S A N D S

GRAPHICS CALL STATS

Total Calls & Daily Avg



MS-CCP-MDL 5009848

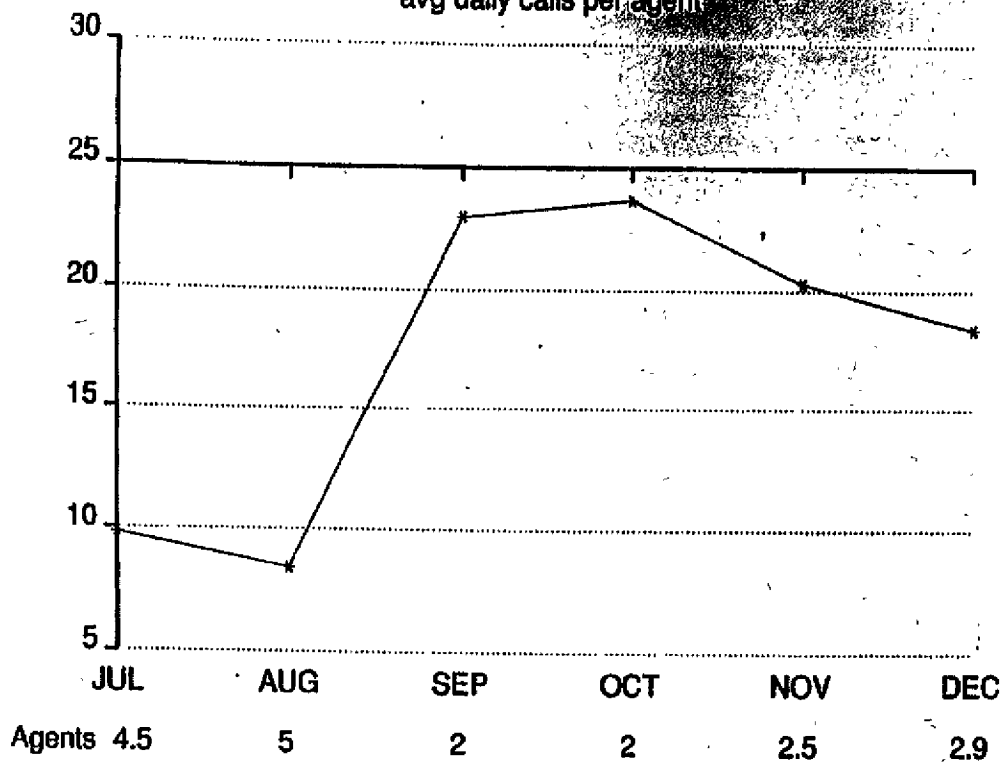
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GRAPHICS CALL STATS

TS-7

avg daily calls per agent

6605901



MS-CCP-MDL 5009849

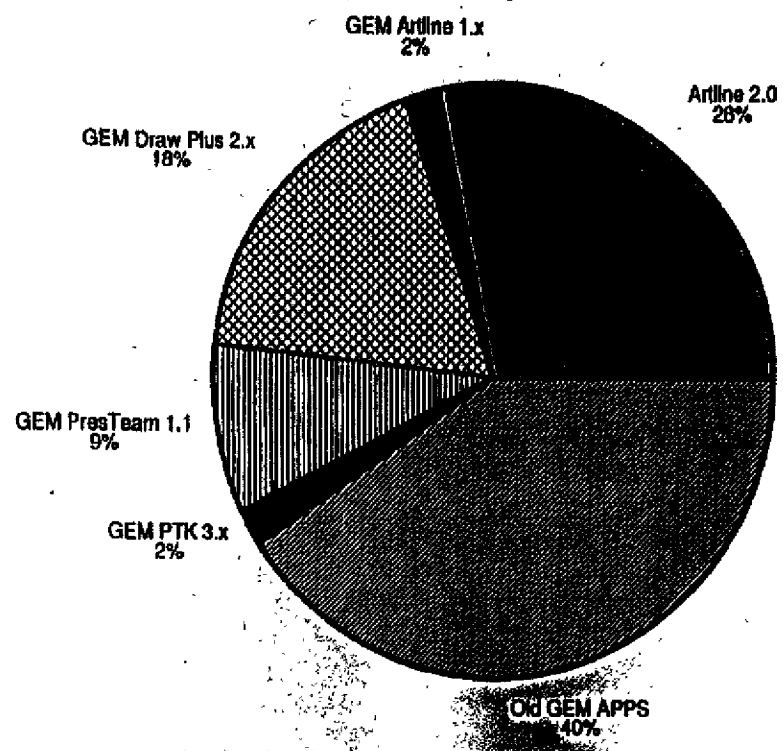
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GRAPHICS CALL STATS

by product (DEC)

TS-9

00005009850



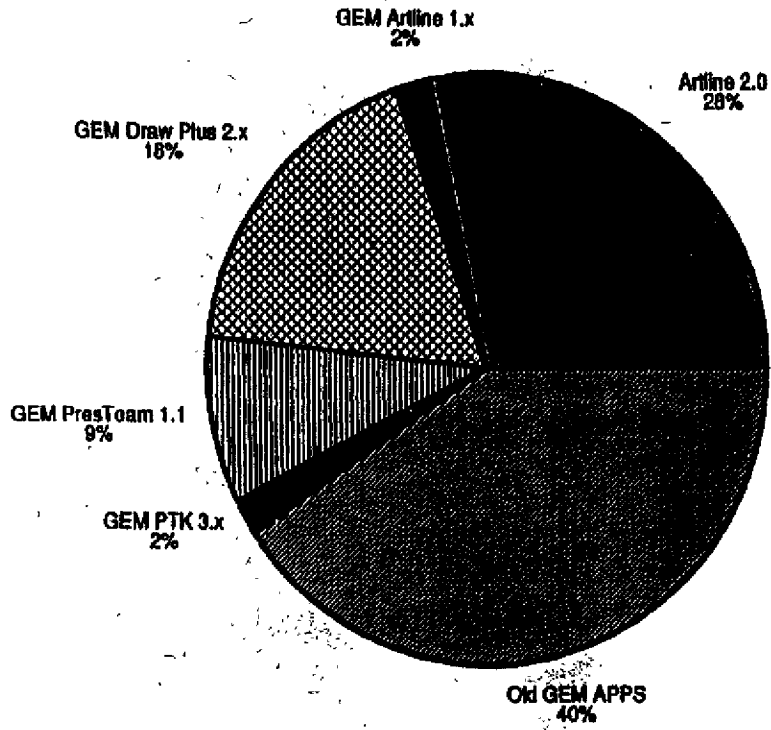
MS-CCP-MDL 5009850

MS-CCPMDL 00005009850

GRAPHICS CALL STATS

TS-10

by product (DEC)



2055102

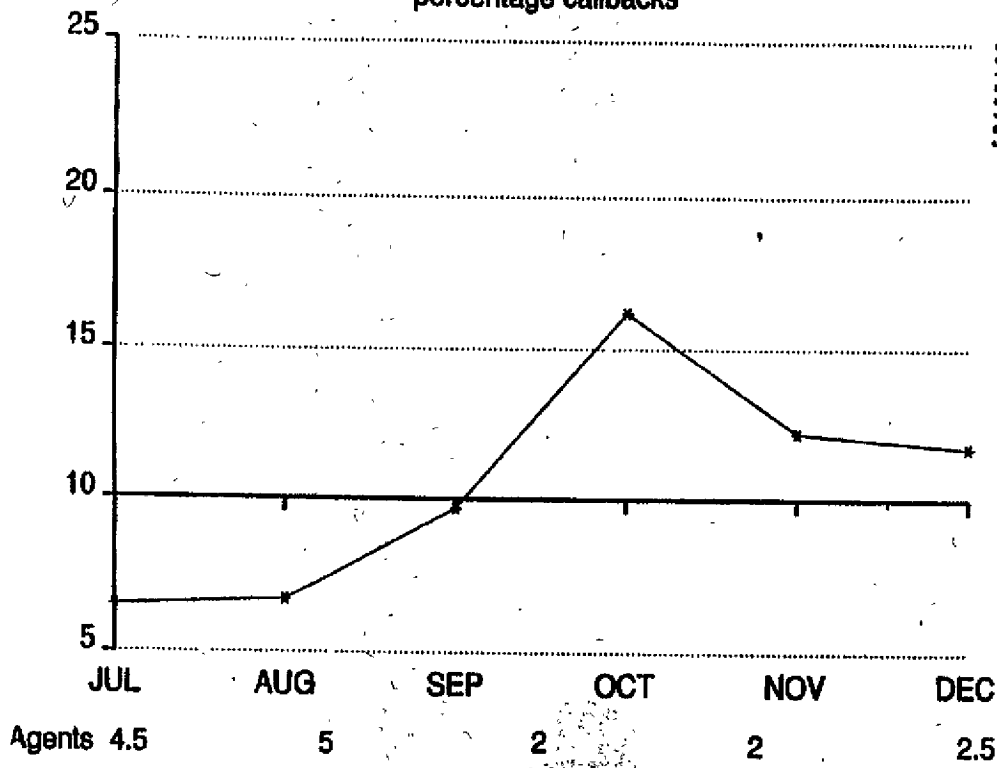
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MS-CCPMDL 000005009851

GRAPHICS CALL STATS

TS-8

percentage callbacks



00155903

MS-CCP-MDL 5009852

MS-CCPMDL 000005009852