

Internal Memorandum

To: Dick Williams, Pete DiCorti
From: Jody Clifton
Copy: Joe Taglia
Date: October 31, 1991
Subject: Technical Support Staffing Requirements

Here are the statistics for Technical Support thru October 25, 1991. I will give you on November 4, 1991, the remainder of the month statistics.

Technical Support - October 1 - 25, 1991

	<u>Number of Calls</u>	<u>Total Time</u>	<u>Minutes Per Call</u>
DR DOS 3.41	1	.25	15.0
DR DOS 5.x	1232	177.1	8.6
DR DOS 6.x	3928	866.9	13.2
Total	5215	1044.25	12.0
MGE 1100	0	0	
CDOS XM	13	1.6	7.4
CDOS 2.0	3	.4	8.0
CDOS 3.0	72	14.1	11.7
MDOS	437	110.7	14.5
Total	525	126.8	14.5
Other/Misc.	86	6.25	4.4
Grand Total	5826	1177.3	12.1

For the month of August we had 2,859 calls and for September we had 4105. I spoke with Dave Valentino last week and he told me the average sell-thru will be about 2,500 to 3,000 a week. I had Susan Mallory run a report for me showing the number of actual units sold and here is that information:

September

Full Product/Evals	34,972
Special Packaging (Novelle)	80,634
Upgrades	1,092
Grand Total	116,698

As for October, the accounting system has been down and they do not have any idea.

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Plaintiff's Exhibit

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Comes V. Microsoft

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In August I based my staffing projections on figures from Dave Valentino and they were as follows:

September	17,000	200
October	25,000	1,000
November	20,000	2,000
December	20,000	4,000
Total	82,000	7,200

As you can see from the figures that Susan gave me that this was grossly underestimated. I do not think anyone in this organization expected this volume. Dick in Tuesday's meeting said that we sold 165,000 copies.

I had asked for 10 people in August and was only given 5. I did some statistics based on actual product sold in September and here is that information:

	<u>Volume</u>	<u>Agents Needed</u>
Projected Incoming Calls	28,032*	72

* 116,698 products sold divided 2 for sell-thru and then divided by 2 again for 1 call for every 2 products sold. I do feel however do to the complexity of this product, we are getting 3-4 calls per product sold.

<u>Actual Figures</u>	<u>Per Day</u>	<u>Per Week</u>	<u>Per Month</u>	<u>Agents Needed Per Day</u>
Abandoned Calls	200	1,000	4,000	
Faxes and Letters	100	500	1,600	4
Callbacks	50	250	1,000	2
CompuServe Forum	25	125	500	1
CompuServe E-Mail	10	50	200	0.5
Total	385	1,925	7,300	7.5

I presently have 13 agents on the phone seven hours a day and they can handle an estimated 19.5 calls a day (this includes documenting the call in the database and sending out disks, tips, etc.) for a total of 97.5 calls per agent per week, for a total of 390 a month. If you then multiply that by 13, you get a total of 5070. As you can see in October we actually answered 5,826 calls.

The above statistics mean that people are handling more than they should be and I am seeing burnout at an all time high. When callers do get someone, they waste the first 5-10 minutes complaining about how they have been on hold for 30 minutes and could not even get in for days or weeks.

As a result of this incredible workload, morale is down, peer-to-peer fighting is occurring on a daily basis, and illness is the highest it has ever been.

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We need to take immediate action and hire more people. Now I realize from a financial point of view, we cannot hire an additional 65 people. We do not have the space for this number of people or the ACD capability. I do however recommend the following:

1. Get Customer Service their own ACD, that would give me 9 more agent ports and I presently have 3 available ports available for a total of 12. Lead time for this would be approximately 2-3 weeks. Ultimately, we need to get a PBX with an ACD. We are just too big for the CPSI and we cannot afford to buy a new CPSI every time we hire another 10-15 people.
2. Move Human Resources and Purchasing, and convert the lunch room to 5 offices. This opens up a total of 19 offices. Try to free up some space on the 2nd floor for additional people. I do understand after talking to John Morley this morning that that may not be possible as they are also adding additional head count. Lead time for this would be an estimated 2-3 weeks.
3. Let me setup a Facts by Fax Service for Technical Support that would allow customers to have access to the 20 most commonly asked questions via fax. Lead time for this would be approximately 2 weeks.
4. Implement tiered support. In all large software and hardware organizations, this is in existence. For example, if a caller calls in and his problem cannot be answered in 7 minutes than they are either transferred to another queue or told that a more senior person will call them back. Currently what is happening is that people are placed on hold and the agent walks around trying to find one of the more senior people available to answer their question. This wastes not only the customer's time but also the agents time. In order for me to implement this properly, we would more than likely need a different ACD and most definitely need a networked Technical Support Database. I did speak to Richard King at Novell and he said they have a database custom designed under Dataflex that they are looking to replace in the next 6-9 months. We could more than likely in the interim use their database and handle these second level people on a callback basis until such a time as we can get a more sophisticated database and ACD in-house.
5. Future Novell Netware Lite bundles should include the DR DOS 6.0 documentation. We are already plagued with a lot of questions that could be answered by the documentation if they had it. When we suggest to these people to buy the documentation, they only become more angry. Just include the documentation for both products and increase the price.
6. Roll in as soon as possible the Optimization Guide into all DR DOS 6.0 products as the guide is too big to fit into our existing box. That means that we have over 165,000 units out there without this information. We have already made it available on CompuServe, but we need to do a mass mailing to all of our registered customers along with the business update which will occur at the end of November. This will help alleviate some of the calls.

John Constant
Me and my staff are working on a suggestions list that we will present to the UK on Monday of things that we feel need to be implemented in the Business Update to relieve some of the calls. You will be copied on that well.

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8. Get all upper level management to sit on the phones for at least two hours to experience the types of calls we get and the issues at hand. I know for a fact, that is the only way I stay in touch with the issues as I am on the phones everyday handling all of those irate calls. This way you can not only experience the level of frustration the customer has but appreciate what our Technical Support and Customer Service people have to do on a daily basis.
9. Implement a host BBS whereby customers can download only tips and techniques, new drivers, Optimization Guide, etc. and advertise this on our phone system and in the Customer Support Guide as well as CompuServe. This would give the customer who does not have access CompuServe an alternative to phoning us for general information.
10. You need to let me hire at the very minimum 16 people. This would help with the current load of callbacks, faxes and letters, CompuServe and abandoned calls. This does not however take into consideration all the people out there getting busy signals or all the new products sold.

In summary, I strongly feel that we need to change our mind set completely and realize that we are no longer a small company, but a corporation and we need to automate everything we do and staff accordingly. If you have any questions, please do not hesitate to contact me at 6584.

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