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DALLAS, TX
OCTOBER 9-11, 2012

**VOC Drives Improvement at
GoDaddy.com**

Blair Rehill
Director, Workforce Strategy, Reporting & Operational
Excellence
GoDaddy.com

VOC Improvements at GoDaddy

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Speaker: **Blair Rehill**
Director of Workforce Strategy, Reporting & Operational Excellence

- 10 years with Go Daddy
 - Started when we had approximately 50 employees total
- Held many Operational positions from Agent to current role
- Built Workforce Strategy department from ground up
- Built Operational Excellence department from ground up
- Helped build homegrown CRM Solution
- Extreme passion for the doing right thing for our customers

Agenda. Still time to walk out! ;)



- A little about Go Daddy
- Why I care and why you should care what I say
 - Story time

- What we're all trying to answer..... Voice of Customer (VOC)

- Go Daddy
 - Who we are
 - What we do
 - What we believe
 - Customer focus
 - Story time

- Building the foundation to understand, then drive VOC initiatives
 - Case Study – Project Domino, Hosting Excellence

- Metrics warning!!- and two real stories from our operation
- Q&A session
- Survey



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• Go Daddy and its awesomeness...

- The world largest domain name registrar with more than 53 million domain names under management
 - Registers, renews or transfers more than one domain name every second
 - More than 10.5 million active customers worldwide
 - The world's largest provider of net new SSL certificates
 - The world's largest Web hosting provider*
 - More than 5 million active hosting accounts
 - Founded in 1997 by Bob Parsons
 - The Go Daddy group of companies includes three ICANN-accredited domain name registrars: flagship registrar GoDaddy.com, LLC, membership-based registrar Blue Razor Domains, LLC and reseller registrar Wild West Domains, LLC.
 - 3,224+ employees with more than 500 employees dedicated to product development
 - U.S.-based, round-the-clock Customer Care operations with no outsourcing
 - 2000 agents in 4 customer care centers in Arizona and Iowa
 - handling more than 14 million calls and 3 million emails per year
 - 1 India Customer Care office in operation since June 2012
 - serving Indian customers in their local language
- * Largest worldwide mass-market hosting provider by annual revenue. Source Tier1 Research, Mass-Market Hosting Report - Winter 2011.

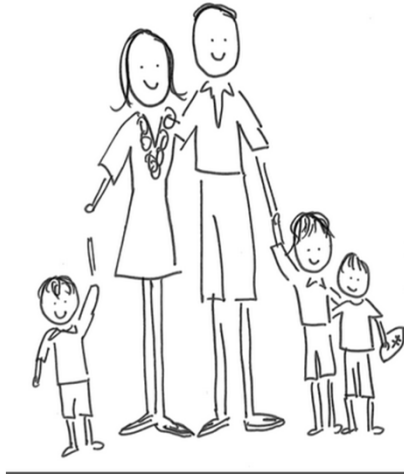


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Why I care

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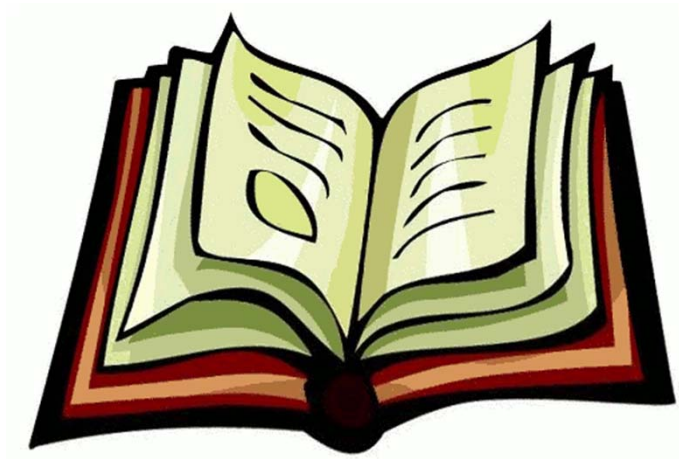


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Story Time

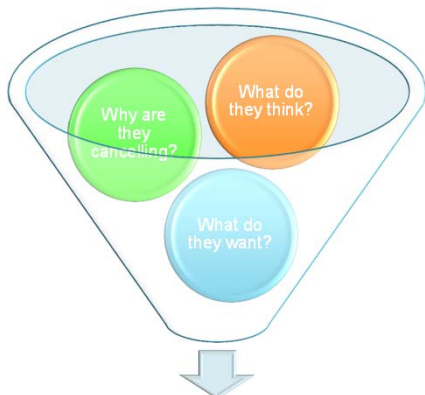
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Can you answer the questions?



We are able to answer high level questions around our customers/products/processes by researching and identifying root causes using VOC



Big Numbers impress audiences ...



This is you, being impressed....

• What we accomplished:

– Results:

- 54% reduction in escalation ticket response time
- \$1.7M reductions in staffing costs due to elimination of ticket 're-work'
- \$4.5M increase to annual revenue
 - 15% improvement in RPR

	Before	After	% improvement
Rework %	5.53	2.56	54%
Cycle Time	5.53	2.56	54%
Work Orders	1380	873	37%
AHT	14:56	13:56	7%
FCR	77.34%	78.50%	1%



Building the Foundation



- UCID (Universal Call Identifier) connects the customer experience from cradle to grave
 - Call, account, agent, receipt, ticket, survey, etc.
- We record and phonetically analyze 100% of our calls with ability to query UCID integrated
- We have more than 20 categories running at all times
 - Every call we receive is analyzed to determine whether it fits into one of our categories
- Team of 5 hired for the sole purpose of finding root cause on customer issues
 - Operational Excellence team
 - 4 analysts, including 1 lead
 - 1 project manager/champion



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Secret Sauce Checklist

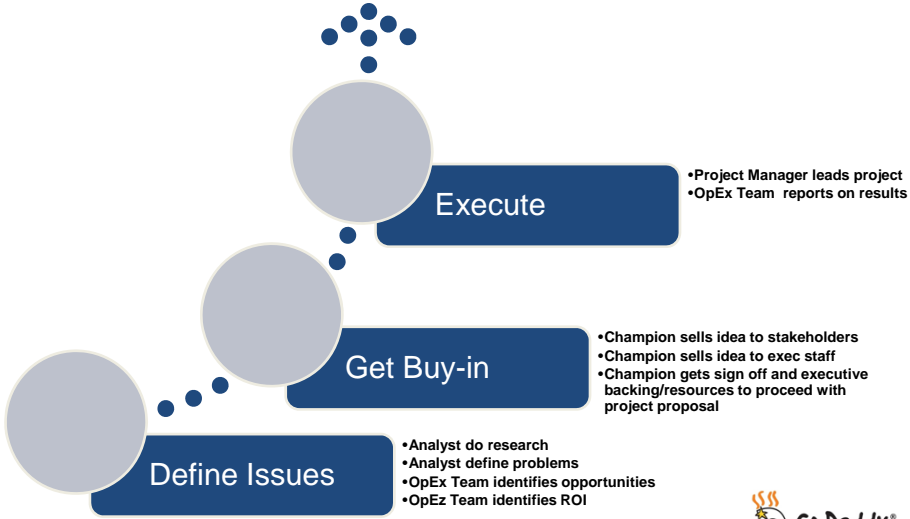


- Executive backing
- Culture where taking calculated risks is acceptable
- Solid implementation/understanding of an analytics program on your calls (phonetics or transcription)
 - Along with champions/team members who can clearly state with conviction what the customers want..... AND be able to back it up.
 - Took us almost 2 years of trial and error.
- Ability to dedicate resources to get information needed to drive product
- Use of LEAN methodology
- Champion who is relentless & willing to take the time to show the results
 - Ability to clearly communicate goals & improvements to all levels
 - Not afraid to have hard conversations
- Ability to start with the understanding that real results can take over a year without full support/resources/etc
 - Assume it will be this way & will be an uphill battle



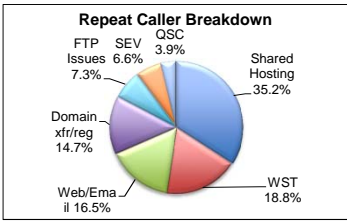
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How to Start

- Dave Letterman report - Top 100 worst customer experiences reported weekly
 - Determined by number of times customer account was uniquely accessed over a 48 hour period.
 - Analysts listened to and reported on every call the customer had on the one issue
 - Calls were manually tracked, categorized and trended over time



- Most of our repeat caller issues (>50%) were relative to two products
 - This reaffirmed what we already knew
- We focused on Shared Hosting (35%) and created a project around it.
 - What was frustrating our customers?
 - What was frustrating our agents?
 - How could we make it better?



What we found.

Top 2 issues were FTP and issues related to our escalation process.

1. FTP (File transfer protocol)
2. Only 3 settings
3. Easy to support...we thought
4. 21+ minute Average Hold Time?



Two new questions for OpEx team:

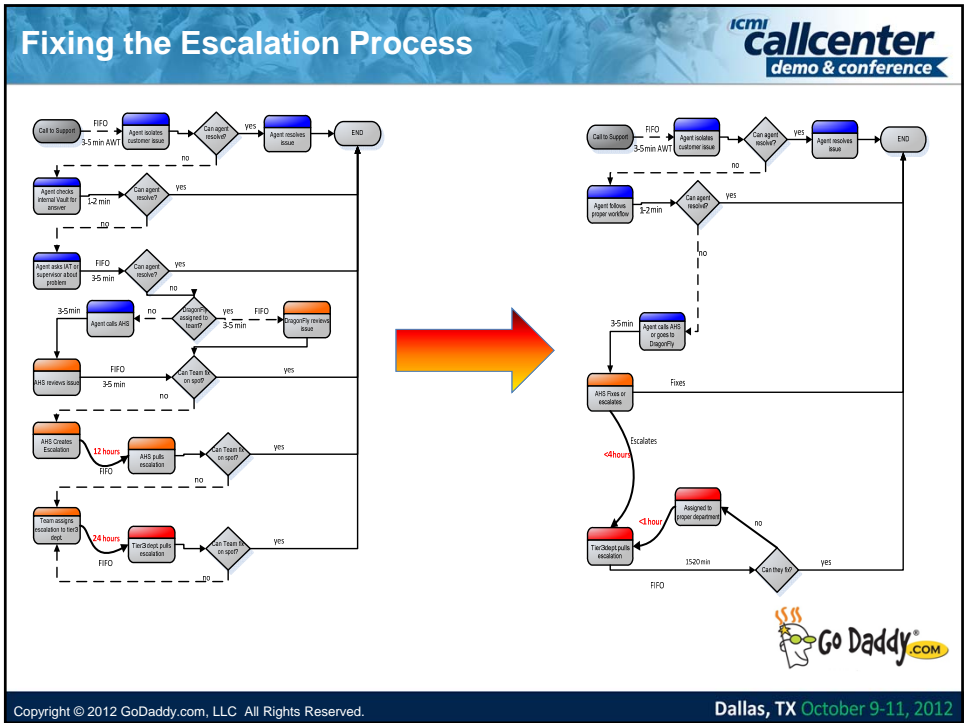
- What was going on?!
- What was not working with escalations?



The Surprises

- **FTP**
 - No line drawn on what software we support
 - Thousands of different ones
 - The password reset was taking 30-90 minutes
 - Resetting password was also one of first steps agents take with customer
 - This creates an almost guaranteed call back.
 - The agents did not have the ability to end support if it was not something they could fix
- **Escalation process inefficiencies**
 - Analysis of tier 1 to tier 2 calls revealed 85% of the contacts were not necessary
 - No hand off of the customer to tier 2
 - Lack of information being relayed to tier 1 to customer
 - Telephone game happened a lot
 - No consistently set OLA between departments
 - Lack of visibility into opened escalation
 - Customer side
 - Agent side





Fixing the FTP password reset

System:
 Rolled up cost of supporting FTP password resets and having to handle the repeat call again.

- Annual cost was monumental
 - Once justified issue was fixed in 3 days.
 - Reset now takes <90 seconds, always.

Process:

1. Created a workflow for the proper way to handle an FTP call.
 - Build interactive website for this
2. Company decision to only support one FTP client software
3. Power given to agents to advise customers they can no longer help when they reach the end of our workflow.
4. Ability to escalate without question when workflow is followed and you are told to escalate.

• Standing ovation when we launched these efforts to our agents.

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- KPIs are invaluable, but risky
 - They are a result, not something to manage to
 - Stories
 - FCR and Go Daddy
 - AHT and Go Daddy
 - At Go Daddy, we recognize that the front line agent is the hardest job in our company.

