

## IBM Enterprise Content Management Integrates Customer Experience Management Programs to Improve Customer Loyalty and Increase Revenue

*IBM Enterprise Content Management (formerly FileNet, Inc.) helps organizations make better decisions by managing the content and processes that drive their business. IBM Enterprise Content Management (ECM) solutions allow customers to build and sustain competitive advantage by managing content throughout their organization, automating and streamlining their business processes, and simplifying their critical and everyday decision-making.*

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Headquartered in Costa Mesa, Calif., IBM Enterprise Content Management markets its innovative ECM solutions in more than 90 countries through its own global sales, professional services and support organizations, as well as through its ValueNet® Partner network of resellers, system integrators and application developers.

IBM is committed to offering its customers ECM solutions that quickly deliver a tangible return on investment. In order to maintain its market leadership position and continue to grow and be profitable, IBM understands that success is not only about delivering high-quality solutions, but also a high-quality customer experience. With this in mind, IBM launched its Customer Loyalty Program using the Net Promoter® Discipline to ensure it provides world-class service levels to customers.

IBM's goals for its customer experience management program are:

- **Increase profitable growth by measuring their Net Promoter Score and using Satmetrix to drive the score higher**
- **Increase overall retention and growth of IBM customers**
- **Measure, monitor and improve overall customer satisfaction within major product groups, services and geographic areas**
- **Increase their Customer Loyalty ranking and place IBM in the “Best in Class” category for Customer Loyalty**
- **Increase channel partner revenue contribution and involvement**



## Satmetrix Success Story

# An Enterprise-Wide Approach to Managing IBM Enterprise Content Management Customer Loyalty

### **Industry:** **High Technology–Software**

**“Net Promoter® is a win-win. Our customers have a better overall experience, and we’ve realized increased profitable growth,” said Suhail Khan, director of customer loyalty programs for IBM.**

To achieve these goals, the IBM Customer loyalty program was comprised of a series of efforts, including working closely with Satmetrix Systems, the customer loyalty company and co-developer of the Net Promoter metric and Net Promoter Discipline. In early 1999, IBM's Enterprise Content Management Customer Service & Support division began using Satmetrix CEM Service to enhance the quality metrics that they were already collecting, and to help them identify unresolved support cases, track support satisfaction and compensate support technicians. Based on the success of Satmetrix CEM Service within the organization, IBM launched the customer relationship management portion of their strategy. The following year, IBM Enterprise Content Management expanded its feedback system to include Satmetrix CEM Customer, which enabled them to continuously identify opportunities and areas for improvement, and develop strategies to address them.

Since then, IBM Enterprise Content Management has also incorporated the Net Promoter Discipline into their CEM program. The Net Promoter Discipline helps companies profitably grow by focusing on their customers. As part of the Net Promoter Discipline, the Net Promoter score is a metric to measure customer experience and profitable growth, using a simple and radical question: Would you recommend us to a friend or colleague?

Over the last year, IBM Enterprise Content Management has earned Platinum Achievers status from Satmetrix due in part to their innovative work around Net Promoter. The company has tracked financial results as they relate to the company's Net Promoter score and have shared this approach with the financial analyst community during the company's quarterly earnings calls.

“Since we started working with Satmetrix, IBM has obtained an accurate view of how we were performing from our customers' perspective. We've been able to feed that information quickly back to the right people at IBM—across multiple departments—to make company-wide changes that positively impact customer loyalty and our Net Promoter score,” said Suhail Khan, director of customer loyalty programs for IBM Enterprise Content Management. “Net Promoter is a win-win. Our customers have a better overall experience, and we've realized increased profitable growth.”

On behalf of IBM, Satmetrix collects customer and partner feedback to see how they would rate their experience with IBM Enterprise Content Management. This data is gathered using Satmetrix systems via a survey process, as well as through numerous customer outreach programs, and fed back to IBM. Additionally, IBM takes a crossfunctional team approach when it comes to increasing customer loyalty. The company has developed a process in which teams of individuals representing all IBM Enterprise Content Management organizations are collectively dedicated to addressing issues that are most critical to its customers and partners. The ultimate objective is not only to resolve critical customer issues, but also encourage positive customer references and increase the Net Promoter score for IBM.

In addition, IBM's dedication to customer loyalty is further demonstrated in its employee compensation models. IBM Enterprise Content Management employees who participate in an incentive program are held accountable for the impact and influence they have on the customer's experience, and are compensated accordingly.

## Powered by Satmetrix, specific examples of IBM's Customer Loyalty program success include:

- **Upgrades:** IBM Enterprise Content Management made improvements to their software upgrade process, and revenues showed a corresponding increase.
- **Contract Development:** To comply with Sarbanes-Oxley, new processes were created that made contract development more difficult. IBM Enterprise Content Management improved the way contracts were written and made it easier for customers to invest moving forward.
- **Channel Partners:** IBM Enterprise Content Management is working with its channel partners to help them provide a better customer experience, and thereby increase IBM's channel partner revenue. In part, this program determined the correlation between IBM's partner training and certification offerings and corresponding customer loyalty.
- **Customer Service and Support:** IBM Enterprise Content Management customer service representatives found it difficult to feel like their daily actions really made a difference. Using Satmetrix, IBM was able to prove that the day-to-day action of the customer service rep not only made a difference, but ultimately drove executive-level customer recommendations.
- **Customer Recommendations:** As IBM Enterprise Content Management executives across the organization have taken action to increase customer loyalty, their reward has been positive feedback and profitable growth.

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