

# Transforming Global Services at Sun Microsystems, Inc.

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# What Will We Cover?

- How we are transforming in three phases:
  - Phase 1 — Develop capacity from existing resources.
  - Phase 2 — Form performance-based teams to pull in people dynamically.
  - Phase 3 — Transform the support organization into a value-creating network.



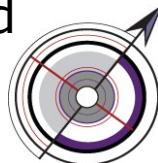
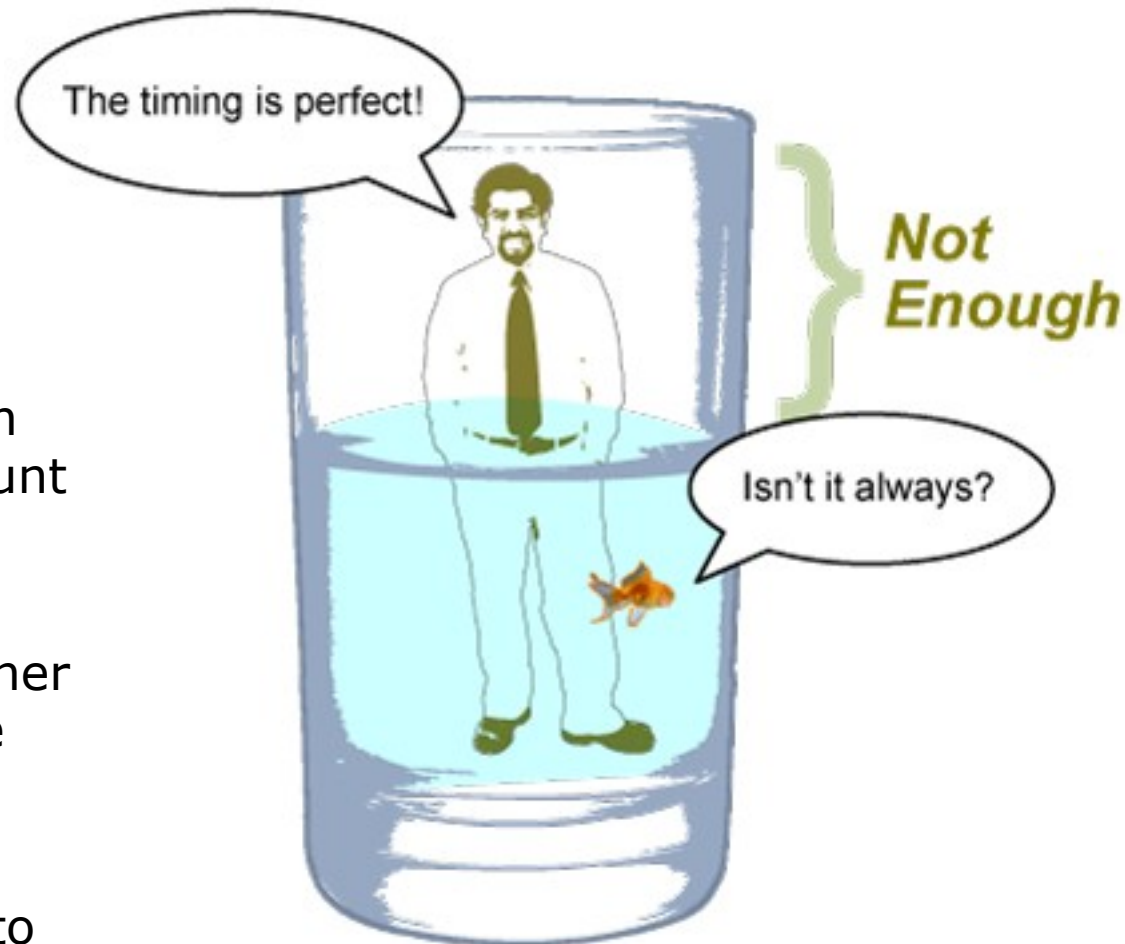
# Why We Are Transforming?

- **Customer value** – Compete in the market on emerging demands and expectations.
- **Global reach** – Deploy specialized expertise to be accessible quickly and cost-effectively on a global scale.
- **Operational efficiency** – Maintain profitability while expanding support of third-party and emerging technologies and enterprise customer environments.



# Why Not – A Good Time

- **Not enough focus**
  - CRM/ERP roll-out consumes focus & infrastructure investments for FY08
- **Not enough resources**
  - Resources to be taken from existing headcount
- **Not enough time**
  - New work must save significant labor in other areas to be justifiable
- **We can create the needed bandwidth**
  - The work just needs to be re-structured



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# How Is This Possible?

- Adopting the **Integrated Solution Network (ISN)<sup>SM</sup>**.
- Network grows in value as it expands.

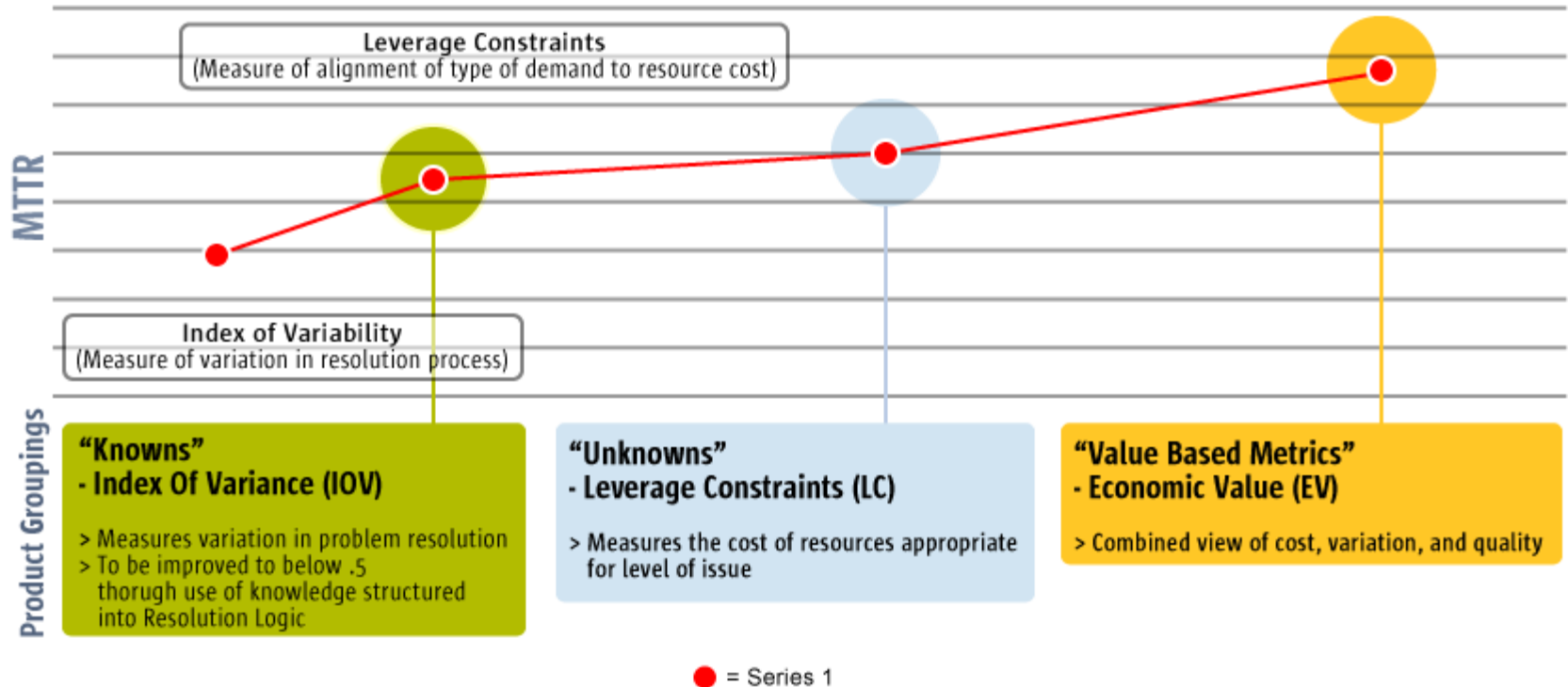


- The business must be able to operate ACROSS the traditional geo-based, business unit-driven, product-aligned structures — as a network otherwise — **compartmentalization causes fragmentation and growing capacity leaks.**

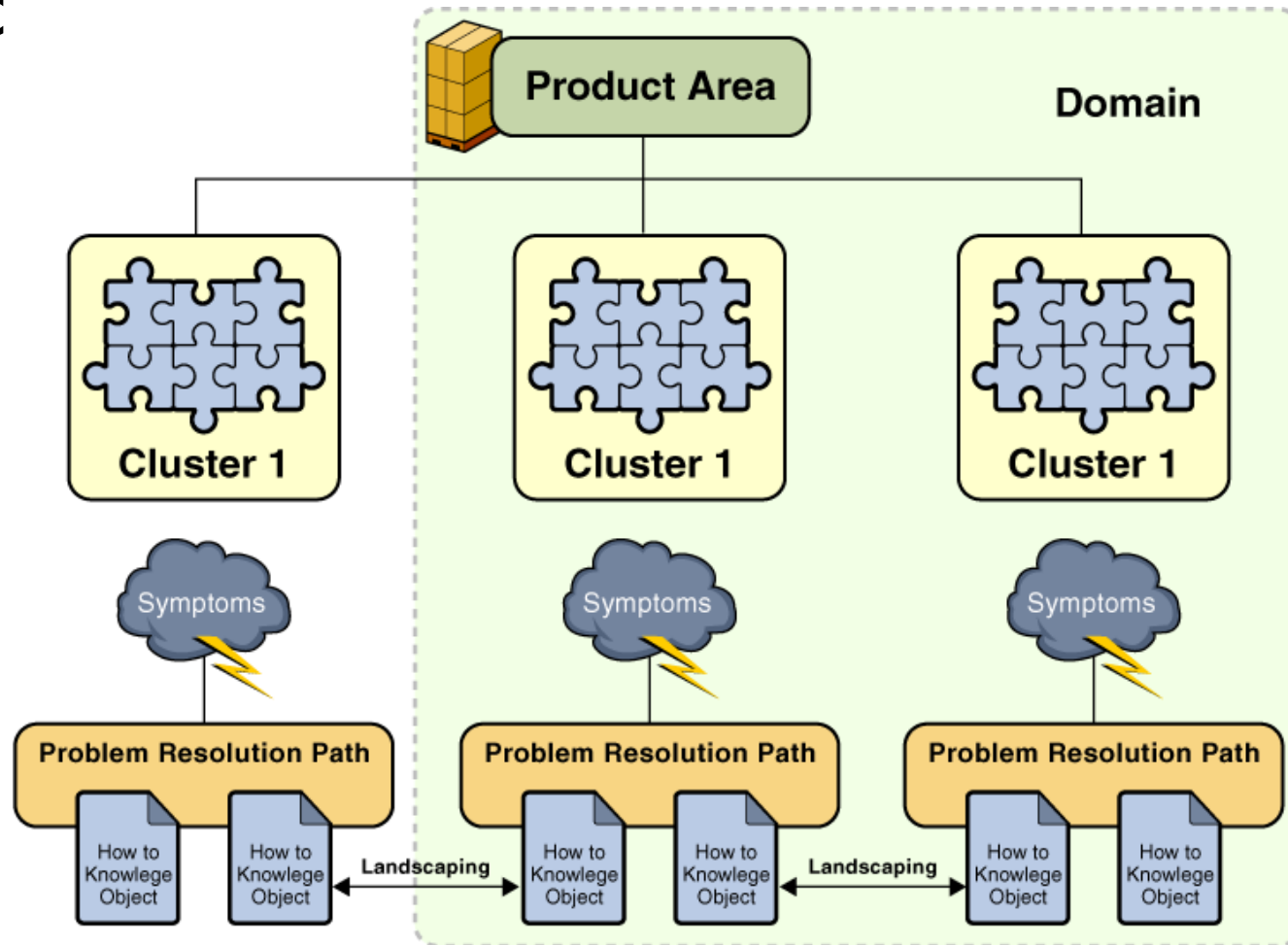
# 3 Phases of Implementation

	Objectives	Outcomes	Methods
Phase 1	Right Resolution	Improve TTR on "KNOWNs"	Knowledge Normalization (Organized KCS)
Phase 2	Right Resource CSAT	Improve TTR on "UNKNOWNs"	Regulated Collaboration
Phase 3	Right Focus	Improve Leveraged Support	Economic Value-Based Metrics

# Where Is Sun's Opportunity?



# Structuring Knowledge to Reflect Resolution Logic



# Resolution Paths Drive Efficiency

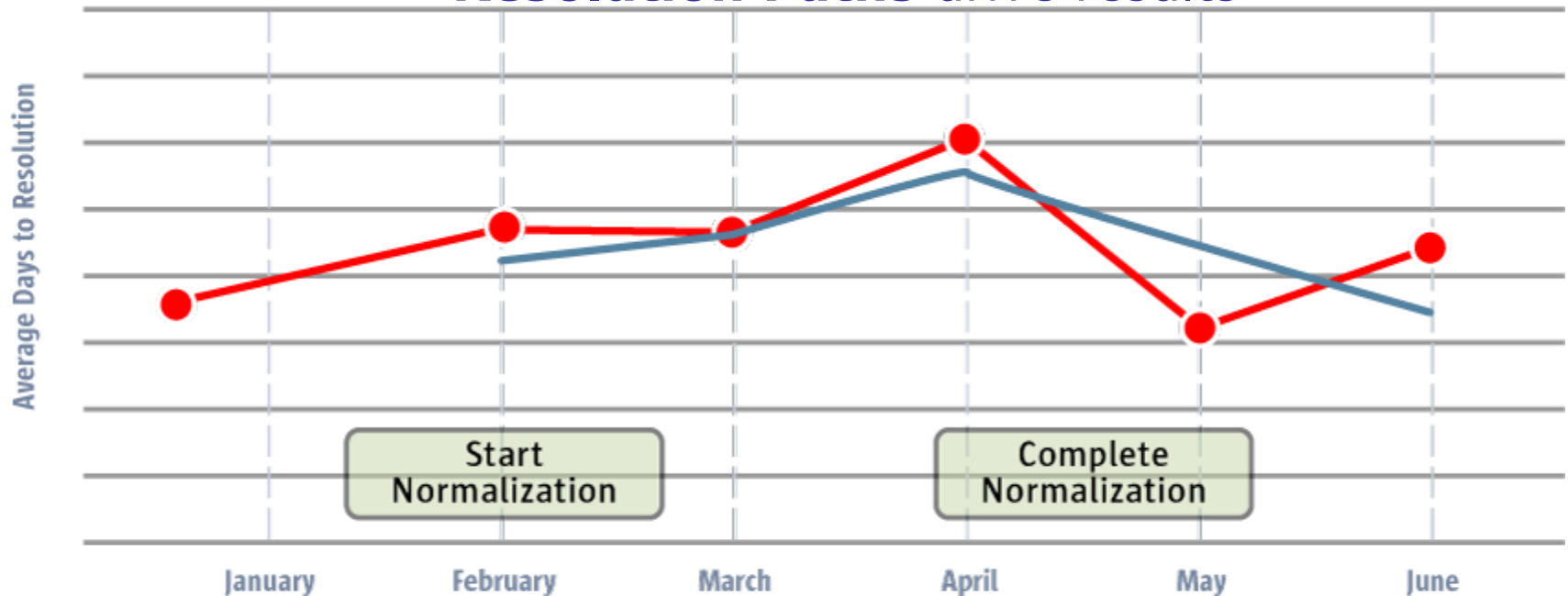
Resolution Paths avoid:

- *Too many... objects*
  - 1000's of content objects change to only 19 paths in whole product space.
- *Too little ... hits*
  - High reuse with little correlation to results.
- *Too late ... process*
  - Searching/linking after the individual resolution process is exhausted.
- *Too much ... work*
  - Serial processes for creation, review, publishing.



# Initial Results

## Resolution Paths drive results

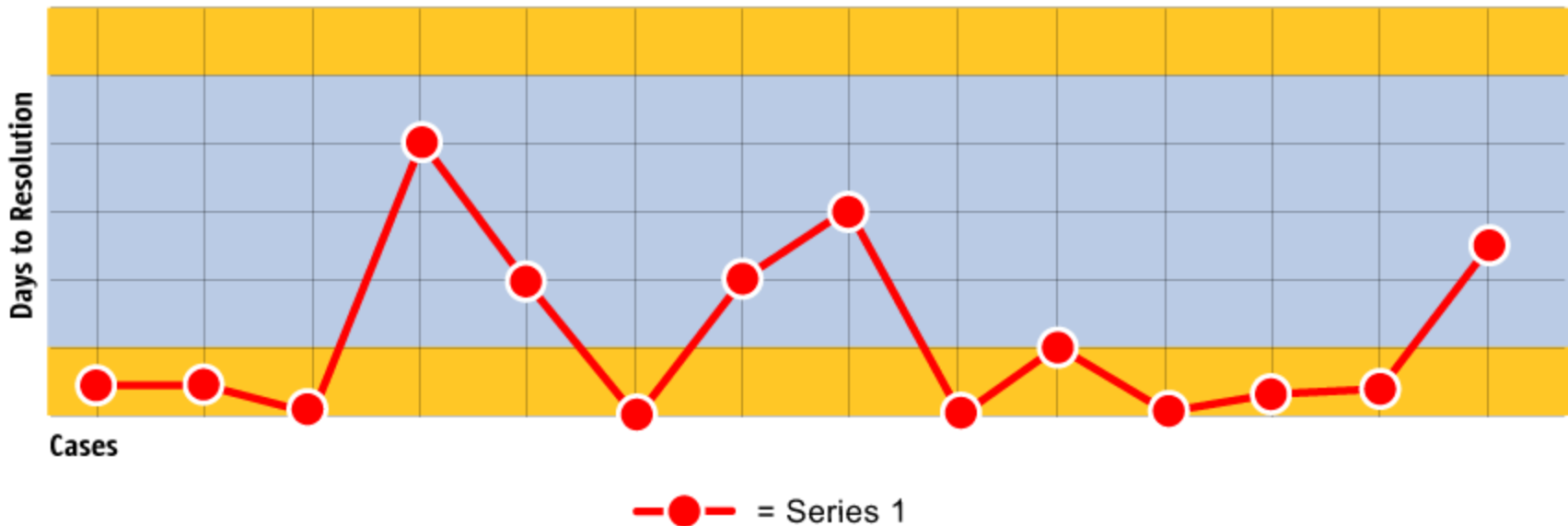


Using a moving average trend, we see an initial 10.7% improvement

● = Series 1  
— = 2 per. Mov. Avg. (Series 1)


# Where Does Efficiency Come From?

Index of Variability (IOV)  
LDAP Crashes = IOV 1.83



**If something is not consistent, it cannot be improved.**

# Normalization Results to Date

 Sun microsystems	Rate of Improvement in Time To Close
Sun Prod 1	0.54
Sun Prod 2	0.86
Sun Prod 3	0.72
<b>Another Company</b>	
Other 1	0.12
Other 2	0.34
Other 3	0.18
Other 4	0.38
Other 5	0.35
Other 6	0.38
Other 7	0.10

# Resources Needed to Sustain Results

- Domain Level Responsibilities include:
  - Set up domains
  - Frame resolution paths
  - Monitor results
  - Monitor content development
  - Content release with product release cycle
  - Partner transfer of knowledge
  - Monitor emerging issues

Start With  
Only These

# Phase 1 Challenges

- Overcoming predisposed mindset
  - Started with outsourcing products
- Getting resources
  - Completed seed products
  - Measured outcomes to show ROI
- Technology in transition
  - Created documents accessed through a file directory structure
  - Showed results without consistent tool for searching

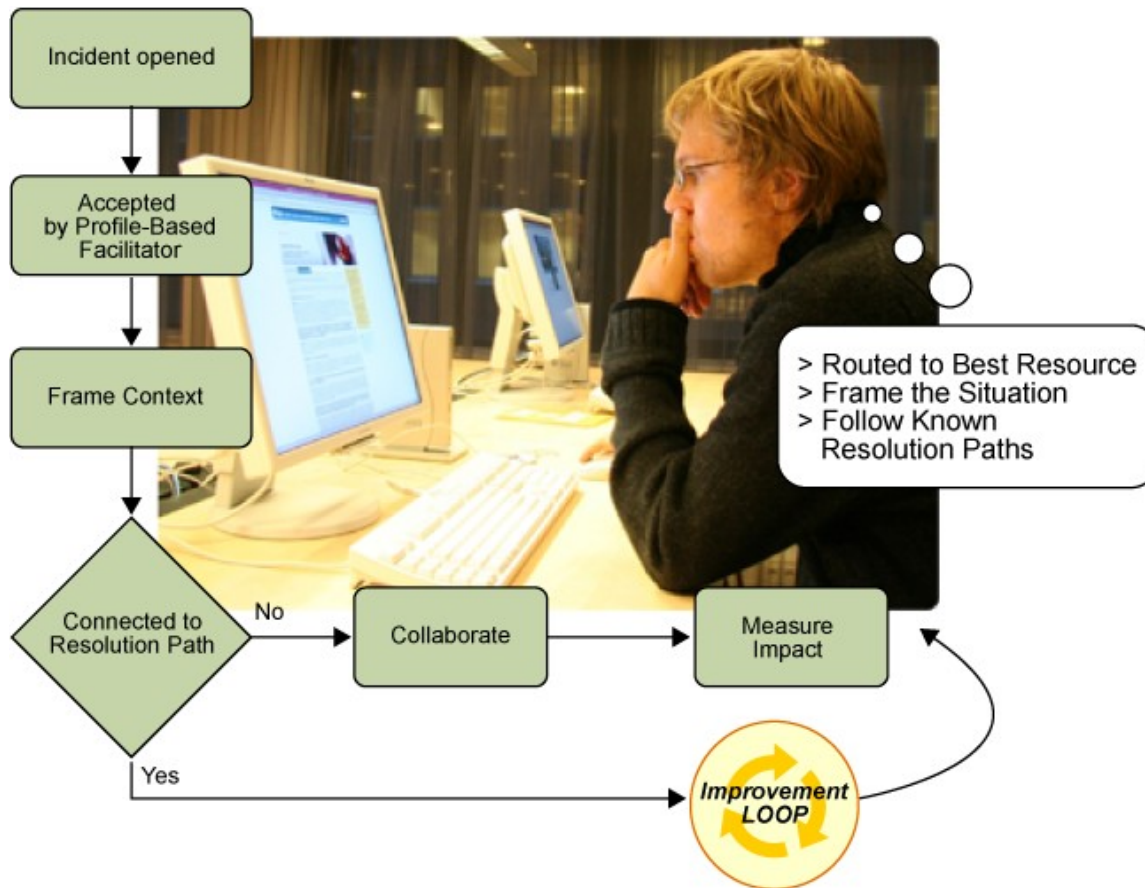


# Phase 2 – Work on Unknowns

- Use IOV improved metrics to engage contributors from Phase 1 in leading positions
- Design performance-based (not skill-based) workflows
- Form just-in-time, dynamic teams, not static work queues
- Get the right people to work on complex, multi-part issues



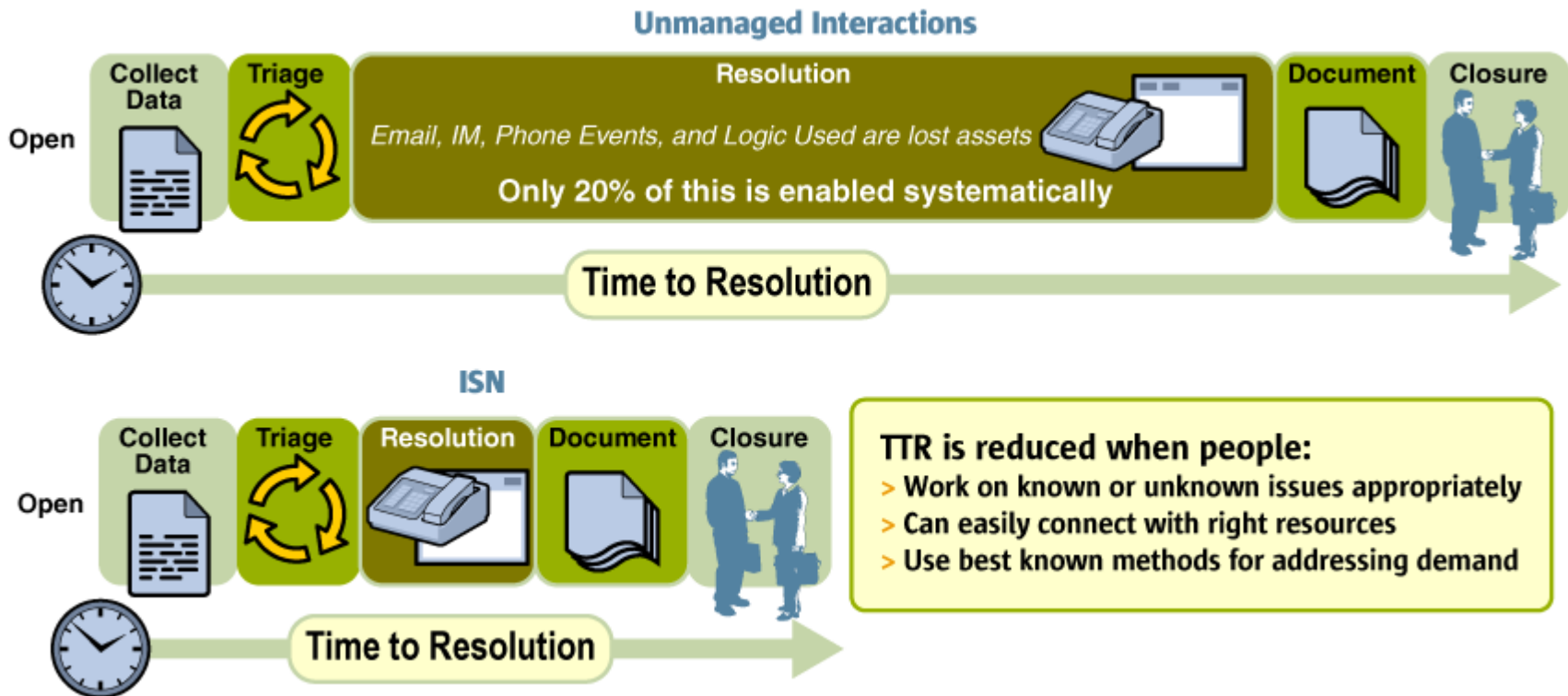
# Phase 3 – Adaptive, Collaborative and Knowledge-Driven ISN Model



## CONSIDER:

- > Language
- > Availability
- > Entitlement
- > Customer Impact
- > Customer/ Domain Environment
- > Fit for Knowns and Unknowns?

# Manage Whole Process – Internally And On the Web



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