



VMware: A Strategic Focus on Customer Advocacy



VMware, a global leader in virtualization and cloud infrastructure, is striving to be increasingly customer-centric. From innovative listening and process changes, to product usability, the team takes every opportunity to build strategies that make the biggest difference for their most important asset—their customers.

VMware's Customer Advocacy Wheel

VMware's customer experience strategy is centered on their Customer Advocacy Wheel and the processes and teams that stand behind its five steps—Insights, Engagement, Discovery, Transform, and Experience. Their Wheel is the heart behind delivering on their mission in Customer Advocacy—creating experiences and solutions our customers and partners love.

Listening and Acting on Customer Feedback

Listening is in VMware's DNA, and it all starts with the **Insights** phase of the Wheel. By leveraging Clarabridge, the VMware team captures the voice of their customers, partners, and employees through surveys, interviews, workshops, and social media. The detail generated from Clarabridge enables the team to analyze customer insights, bring life to their stories, and galvanize their business into action. Through the Clarabridge solution, VMware can translate their customers' words into meaningful, usable data and ultimately drive change.

Customer insights guide the executive and leadership teams across the company, along with front line employees. Company programs and associated resources are prioritized based on customer input and recommendations made by the Customer Advocacy team.

Customer insights don't mean anything if they aren't in the hands of people who can drive action. To power the **Engage** phase of the Wheel, VMware leverages their skilled regional leaders, strategically placed to build advocates across the geographies. Internally, the regional leaders help to ensure all functional areas in their regions understand how they can improve in order to deliver a world-class customer and partner experience. Externally, these highly-enabled regional leaders conduct a comprehensive closed-loop process with customers to quickly identify and fix issues, often converting dissatisfaction to delight.

Prioritizing and Managing Customer Advocacy

In order to constantly improve the experience they deliver and consistently understand where they perform well, VMware takes the time to reflect on their processes during the **Discover** phase. With Clarabridge, they are able to prioritize customer conversations, dig deep to understand the root causes of potential issues, and identify where they can deliver the most positive, impactful changes to their customers' and partners' experiences. From here, the **Transform** stage holds the company accountable to deliver on the actions needed to improve their customers' and partners' experiences. A core focus of the **Experience** phase is on the digital customer experience, where VMware's team of UI and UX experts create experiences and online applications that are memorable, gratifying, and productive



Enabling a Customer-Centric Culture

Clarabridge helps hundreds of the world's leading brands understand and improve their customer experience. Using advanced text analytics, Clarabridge transforms survey, social, voice and all other forms of customer feedback into intelligence used to empower confident, decisive action across the business. The result: happier customers. For more information, visit www.clarabridge.com.



across the customer journey.

Customer Advocacy: More than just a To-Do List

This process isn't just a checklist item for VMware; it has become a fundamental requirement to run their business. Guiding their behavior is a team culture founded on integrity, bolstered by the pursuit of excellence, and driven by personal accountability and discipline.

VMware believes it is their responsibility to establish a culture of customer advocacy that transcends the entire company—every one of their employees should be a customer advocate and understand the impact they have on the customer and partner experiences. A spirit of customer centricity is intertwined into each piece of the wheel, ensuring customer insights are weighed as part of every decisions made at VMware.

90% Reduction in Pricing Policy-Related Customer Comments

High and sustained Net Promoter Scores (NPS) are the ultimate measure, but at VMware, the team pays more attention to the sub-metrics—the elements that they can control directly. If they focus on the sub-metrics, NPS will take care of itself. For example, within 6 weeks of receiving critical feedback about a controversial global pricing change, VMware's CEO reversed the policy, announcing the decision at their company conference—to a standing ovation of 20,000 customers, inspiring a Wall Street Journal article about the 'bold' customer oriented decision. As a result, the VMware team has seen a 90% reduction in pricing-policy related customer comments.

Customer feedback also helps shape product innovation. Their Mobility Division prioritized emerging customer 'usability' expectations and feedback into their latest product release. Product satisfaction scores for users of the product are 8% higher than the previous version, and rising.

At VMware, Customer Advocacy is helping to ensure customers are core to all that they are and all that they do. By capturing the voice of their customers, partners, and employees through surveys, interviews, workshops, and social media, VMware is empowering regional leaders to engage with their customer base and enact real change.