

News Global Support Renewals

Believe.

April 2012

FROM THE DESK OF BRYAN COX, VICE PRESIDENT

First of all, we've kicked off one of the most important projects in VMware: DATA. We've made a major investment by working with Deloitte. When this project is completed, we'll get a road map that'll help us track, manage and leverage data across the company – which will help everyone with our FY12 initiatives.

Second, I'll be attending the Partner Advisory Council meetings at Amsterdam in May. I'm excited about getting feedback from our Partners to validate (either positively or negatively) our strategies. This will also be a great opportunity to continue sharing our progress and priorities.

Finally, I'm sure you've seen the news internally and through the tech media about our strong Q1 results. The \$573 million in service revenue and our Renewal rates were the highest ever, despite eliminating the partner rebate program. Our Q1 success only validates our approach and is a reflection of your hard work.

Congratulations on a successful Q1. Let's make it a trend by improving in the key areas we've outlined and delivering even better results in Q2!

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NEWS YOU CAN USE



RIGHT FROM THE SOURCE

One person has been working very hard at the anchor project for COLT in 2012.

Besides his family, there's only one thing on the mind of Renewals Process Architect Raffi Kamal these days: Renewals Optimization.

Kamal has been working very hard at identifying present pain points requiring human intervention in the quoting process and incorporating the necessary elements required to produce an accurate quote.

"We're working with all of the major organizations," Kamal said. "For example, we have Finance, Legal, Order Management, Pricing Strategy, Digital Supply Chain and Service Source engaged. We're meeting with these organizations to make sure the deliverables of Renewals Optimization support and enforce their departmental policies and recommend best business practices."

Kamal understands how Renewals Optimization will benefit business at all investment levels. Quoting will be automated, thus speeding up the process. "We're trying to automate the production of an accurate quote so a human agent doesn't have to be involved in its production," Kamal said. "Today, we have more than 200 human agents touching up a quote before it can be presented to customers and Partners."

Automated and accurate quote generation will be greatly beneficial at the sub-\$3K level. "Presently, this low-dollar segment has only a 50 percent rate of renewal as it's only reactively quoted," Kamal said. "We're looking at acquiring up to \$10 million of additional revenue every year if we can return this segment to industry normal rates of renewal. We want these renewals to be 'touchless' for a segment that hasn't been actively pursued in our outbound quoting efforts."

"We'll be reaching out to those customers directly via E-mail," Kamal added. "When they click the link inside the E-mail, that will open a shopping cart which will contain a quote along with key cross sell and upsell opportunities the customer can take advantage of."

"Accurate quote generation will aid all segments of our customer base and quoting SLAs in general," he concluded. "It will particularly allow smaller customers to do a self-service renewal, allowing our Partners and internal sales team to have more time to focus on deeper relationship building with other segments of our renewals and customer population."

CONDON THE CONDUIT

One person has been responsible for two of the three people who are joining Global Support Renewals: Director of Operations Andrew Condon.

The last two months have been busy ones for Condon. He's had to seek an understanding of the VMware culture and what he needs to do to enhance

Global Support Renewals operations for continued success.

While his days have been jammed with constant meetings and interviews, Condon did have a little time to share his thoughts on his two months on the job:

“The overall experience has been very positive. The level of energy and creativity on the team has been outstanding. Everybody wants to do a good job and the right thing for our business.

“We’ve been working on several projects. We’re focusing on putting our Renewals opportunities on SFDC for purposes of visibility by the field personnel. We’ve been working on the Renewals Optimization program, which has three projects underneath that will all go live by the end of the calendar year. All of these projects are focused on process simplicity enabled with increased automation.

“Renewals Optimization isn’t just about focusing on what VMware needs, but it focuses on the Partners who help us execute the business. This includes SSI, the resellers and the VMware internal functions who assist in executing the Renewals business.

“I see tremendous opportunities ahead of us on many fronts to make impactful changes to drive and scale our business.”

THREE TO THE TEAM

Spring has definitely sprung in Global Support Renewals. Three more people have joined the team, one as an extended member of GSR. **Kimberly Brown** is the new policy and procedures manager. **Stacey Saxon** will become the sales operations manager and **Kristin Timmers** will assume the product marketing manager role.

Brown, who will be reporting to Director of Sales Operations Andrew Condon, will be defining and managing sales and operational policies and procedures that support Global Support Renewals. She will also support daily management, enablement and improvement of the Renewals business.

For nearly the last five years, Brown has been with Symantec Corporation in Mountain View, Calif. Since last October, she’s been the program manager, CLTO project management office for sales and renewals. Brown joined Symantec in July 2007 as project manager, sales and renewals PMO. She holds an MBA from Rice University and received her bachelor’s in English Literature from the University of Chicago.

Saxon, who will also be reporting to Condon, is responsible for helping to drive sales productivity, sales forecasting, sales analytics and modeling, deal

structuring, discounts process, incentive compensation initiatives and field automation initiatives. She will be assuming Bryan Hope's responsibilities as Hope transitions into his role as manager of OEM support renewals.

Saxon has been a global operations manager for Rainmaker Systems since 2006. Before joining Rainmaker, Saxon was with Encover, Inc. for two years and held various roles with 3Com Corporation for 12 years. She earned a Master's from San Jose's George Washington University.

Finally, Timmers, who will be an extended member of GSR, is the product marketing manager.

Brown began on April 23 and is based in Colorado. Saxon started on April 16 and will work out of Palo Alto. Timmers joined VMware in mid-April and is headquartered in Oregon.

GLOBAL SUPPORT RENEWALS CALENDAR



UPCOMING KEY DATES

Date	Event
May 28	Memorial Day Holiday
July 4	Independence Day Holiday
Aug. 27-30	VMworld 2012 -- San Francisco
Sept. 3	Labor Day Holiday
Oct. 9-11	VMworld 2012 -- Barcelona, Spain
Nov. 24-25	Thanksgiving Day Holiday

HR HOTLINE



FOR YOUR INFORMATION

Four items highlight the news from the desk of Senior Director of Human Resources Stacy Murphy:

PROFESSIONAL DEVELOPMENT

In response to the 2011 Employee Engagement Survey, all managers are strongly encouraged to have conversations with employees to document a professional development plan for 2012. Employees should have at least one and up to three areas of development focus, followed by reaching “SMART” targets (**S**pecific, **M**easurable, **A**ttainable, **R**elevant and **T**imely), listing resources to achieve these marks and target completion dates.

VELOCITY TRAINING

Get ready in Q3 for “Velocity: What Good Leaders Do.” This six-hour (lunch included too!) workshop will help you become a great people leader. You’ll receive personal insights and concrete skills. You’ll also get a road map for your continued development. You’ll draw, debate, share, vote, discuss, think and think some more. At the end, you’ll receive a sense of urgency as to why strong leadership is necessary for VMware’s “Next Lap.” Stay tuned!

BEING OF SERVICE

VMware believes in “contributing more than we take.” In fact, as everyone knows, VMware has committed up to five days (40 hours) of paid time per employee annually for Service Learning activities. Global Support Renewals will be committing time as a team to make a difference in the community. If you have an idea for what you want the organization to do, please contact [Kitty Kamman](#) (650-427-3150).

“EVERYBODY WORKS TODAY”

That was a phrase Kevin Kline used in the movie “Dave.” And those three words apply to Global Support Renewals. There are five (three in America and two in EMEA) available opportunities (req number in parenthesis):

- o data integrity manager (31218BR)
- o sales operations analyst, Renewals (31217BR)
- o order management for Global Renewals (TBD)
- o renewals representative – Federal Government (32302BR)
- o EMEA renewals representative -- Emerging Markets (32127BR)

VMware has an employee referral program and if your referral results in a hire and you’re eligible, you’ll receive a referral bonus. [Click here](#) for more information.

WHAT I DO FOR GSR



Like most finance people, Devang Desai doesn't mince words. He's always right

to the point. His formal title is senior manager, finance. We asked Desai, who owns an MBA in Finance from Golden Gate University, about what he does for Global Support Renewals. His DNA was very evident in his response.

I'm the finance partner for Global Support Renewals and Global Support Services. My primary responsibility is the planning, forecasting and reporting to these two groups.

PROFILE



RIGHT AT HOME

Meet Bryan Hope

When asked to complete a personal profile, Bryan Hope listed “corporate strategy” as a personal hobby.

Odd? Perhaps.

Sure, the current sales operations manager and future manager of OEM support renewals denoted normal pursuits such as weight training and cars.

However, when one gets to know the native of Richmond, British Columbia (a Vancouver suburb), that hobby shouldn't come as much of a surprise.

“I enjoy being known as the guy who can get things done,” the man known as “B-Hope” said.

Getting things done requires knowing how to play the game (aka strategy). And when Hope accomplishes a goal, there's no doubt technology plays a big role.

“I like applying technology to solve a business problem or need, which is what VMware is all about,” Bryan said. “I like fast-paced innovation and constant change. I'm a technology addict always looking for the right balance between getting amazing work done and having fun while doing it.”

Bryan entered the tech field in 2006 with Business Objects, which became part of SAP in 2007. He started as a maintenance renewal account manager with Business Objects and eventually became a senior operations specialist before coming to VMware in April 2011 as a sales operations manager in Global Support Systems and then moved over to Global Support Renewals.

B-Hope has more than enjoyed his 12 months at VMware. “I feel like I've helped bring together stakeholders and departments to put a focus on Renewals,” he said. “I've been able to represent Renewals on critical corporate projects to ensure positive outcomes.”

His fulfillment goes beyond the professional aspect. Bryan calls the “huge

network of people I get to work with on a daily basis” as one of the best parts of his job. “The variety of different departments, locations, cultures, languages, ages and experience keeps my days exciting and filled with great personal connections.”

Exposing himself to a broad spectrum of people and departments will undoubtedly help Bryan in the long term. He enjoys getting results in business and wants to eventually experience it at another level.

“Whether that’s a senior leadership role or as a high-level corporate fixer, I’m not sure,” Bryan said. But somehow, B-Hope will find a way to make it happen as part of his corporate strategy.

OUTTAKES

FAVORITE TIME OF THE DAY: Afternoons. “It’s the perfect time for a quick visit to the beach.” And late nights. “That’s when I’m most productive.”

WHAT’S ON MY NIGHTSTAND: “Steve Jobs”

FAVORITE COLOR: Blue. “I’m not sure why.”

FAVORITE TELEVISION SHOWS: “The Good Wife” when feeling serious and “Top Gear” (a British series on motor vehicles) when feeling fun.

FAVORITE MOVIE: “A Perfect Murder.”

HOBBIES: Corporate strategy, volleyball, curling, weight training, playing classical piano, computers, gadgets of all sorts, music of all sorts and cars.

FAVORITE FOODS: Burgers and pizza.

FAVORITE RESTAURANT: “Nectar,” located outside of Philadelphia. “Amazing Asian fusion.”

FAMOUS PERSON I’D LIKE TO MEET: Steve Jobs

FAVORITE CITY TO VISIT: Osoyoos, British Columbia. “It’s a small town where my father grew up. It’s the Napa Valley of British Columbia with hot, hot summers, beaches, dozens of wineries and small town simplicity.”

WHAT I LIKE ABOUT MY HOMETOWN (VANCOUVER, BRITISH COLUMBIA): “I live on the amazing west coast just blocks from the beach. The natural beauty of Vancouver and the surrounding areas is unparalleled.”

MAC OR PC: “Mac all the way. It’s the most seamless ecosystem experience available and I appreciate its focus on design excellence and simplicity.”

iPHONE OR ANOTHER KIND OF SMART PHONE: “iPhone all the way. For the

exact same reasons I use a Mac.”

FAVORITE SAYING: “Deal with it.”

THE BOTTOM LINE



The first quarter has come and gone. Hopefully, your first three months were successful ones.

April is not only the start of the second quarter, it's the same month when the 16th President of the United States, Abraham Lincoln, was assassinated. On the night of April 14, 1865, Lincoln was shot while sitting in the balcony of Ford's Theatre in Washington, D.C. He died the next morning.

Lincoln is best remembered as the American president who ended slavery and preserved the country during the Civil War. He was reared in a poor family and was self-educated. Lincoln's Gettysburg Address is one of the most quoted speeches in American history.

In the spirit of “The Bottom Line,” here are seven memorable and inspirational quotes from “Honest Abe.”

- If you look for the bad in people expecting to find it, you surely will.
- A friend is one who has the same enemies as you have.
- Better to remain silent and be thought a fool than to speak out and remove all doubt.
- In the end, it's not the years in your life that count, it's the life in your years.
- Most folks are about as happy as they make their minds up to be.
- I'm a slow walker, but I never walk back.
- I never had a policy. I've just tried to do my very best each and every day.

Just do you best every day and you'll always have success. See you next month!

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Dream.
Invent.
Revolutionize.