

Customer Advocacy

2014 Annual Report | Executive Summary

2014 was an exciting year for the Customer Advocacy team at VMware. We listened closely to our customers, partners, and employees, and used these insights to guide leaders and stakeholders across the company and prioritize programs to grow customer satisfaction and loyalty. Everything we did was focused on our ultimate vision to **“have our customers and partners recommend VMware above all others.”**

As we look towards 2015, I'm confident that we will continue this customer-centric focus and make the customer experience even better. From where I sit, VMware's commitment to the success of our partners and customers is one worth celebrating.

If you have additional feedback to share, **please get in touch.**

Best regards,

Eric Wansong

Vice President, Customer Advocacy

You matter to us.

This year, we officially made our customer focus one of our 5 Core Company Values. And we didn't stop there — we incorporated personal follow-ups, employee and peer recognition, and partner acknowledgement to promote a more customer-centric culture across our company.

Looking ahead to 2015, we'll continue to focus on the key drivers of customer loyalty and satisfaction. What you say matters — and is vital in helping us reconcile company priorities. We're delighted that you participate so enthusiastically in our programs, and we hope to hear even more from you in the coming months. You are central to our plans.



Enabling a Customer-Centric Culture

Insights

Everything you tell us is shared with audiences across VMware. We take listening seriously. Gathering feedback isn't just a checklist item for us — it's a fundamental requirement to run our business. What we hear from the people who interact with VMware and use our products enables us to pinpoint our strengths and, more importantly, acknowledge our weaknesses. Everyone is unique, and so are the ways they communicate.

THAT'S WHY WE LISTEN IN MANY DIFFERENT WAYS, INCLUDING:

SURVEYS • INTERVIEWS • WORKSHOPS • BENCHMARKING • SOCIAL MEDIA

We worked hard to improve our listening skills in 2014, enabling us to champion your viewpoints. What you shared with us didn't just make an impact during this calendar year — it also helped us to build a foundation for 2015 and beyond.

Engagement

Our teams don't just work for VMware — they are VMware. That's why we put so much effort into building customer advocates across the entire company. We work to educate our teams on how to listen to customers and partners, and how to prioritize and facilitate change.

It's our goal to grow VMware through effective customer service, increasing trust and satisfaction in our company and the people who run it.

Discovery

Customer feedback is the tool we use to understand where we're doing great — and where we can do better. Conversations across the company focus on the challenges you've shared with us, and how we can meet them more effectively. You ultimately benefit as we work together to deliver improved solutions and experiences in interesting new ways.

Transformation

Solving problems on your behalf is critical for us — it's also the first step towards positive transformation. From process changes to product usability, we take every opportunity to focus our priorities and resources on strategies that will make the biggest difference for our customers. Company action plans were defined around the three primary drivers you identified:

1. Product Satisfaction 2. Strategy and Product Plans 3. Customer Engagement

What we learn from customers, partners, and employees allows us to continually adjust our approach.

Experience

Our work doesn't stop at creating great products. The experiences people have with our online applications matter, too. The more we get to know you, the better we can understand and meet your needs. Ultimately, we hope that your interactions with us are memorable, productive, and gratifying. When you have cohesive, consistent experiences across all of our applications — we all win.