

INTRODUCTION

Network Computing is reviewing the viability of outsourcing enterprise help desks. This feature story will include in-depth profiles on key companies defining the next generation of help desks. Profiles will be generated using a fictitious Request for Information (RFI) from Metropolitan Care, below. Returned RFIs will be analyzed and compared in our April 2, 2001 issue.

Your company has been selected for one of our profiles. To participate, you need to answer the questions that make up the Deliverables for the RFI. Answer all questions in light of your current services. If you wish to comment on the capabilities of future services, please do so but qualify them as future services and provide a time frame for their implementation. If a question is not relevant, please indicate that and tell us why it is not relevant.

REQUEST FOR INFORMATION

Schedule and Logistics

Incorporate the RFI Deliverables directly into this file. Each deliverable aims to provide you more information and collect facts and figures that you will need for the final deliverable and your proposed solution. You may include other materials supporting your answer, but attach them to this document or include them with your e-mail response. Note that a reference to a URL is not a sufficient answer.

If you have any questions, please contact the author:

Sean Doherty
E-mail: sdoherty@nwc.com
Phone: 315-443-2577

Please return this document and any supporting materials to Sean at the above e-mail address. We prefer an electronic response, however, RFIs can also be mailed to Sean's attention at

Center for Science and Technology
Room 4-206
Syracuse University
Syracuse NY 13244

RFIs must be received via e-mail or US mail by 5 p.m. on January 8, 2001 to be included in the April 2, 2001 issue.

If you have any questions regarding the RFI, the deadline for submitting them is January 3. We will do everything possible to answer your questions within 48 hours of submission.

| | |
|---------------------------|--|
| Company name: | SafeHarbor Technology Corporation |
| Company contact: | Tom St.Onge |
| Contact telephone number: | 206-922-5018 |
| Contact e-mail address: | tom@safeharbor.com |
| Submission date: | Jan 8 th , 2001 |

Executive Summary

Business

Metropolitan Care (Metro) is a large medical center providing children's health care and research in neonatology, cardiology, hematology and oncology. It currently services 40% of the pediatric market. Metro's facilities include the Health Center, a 250-bed facility near the University, a community hospital in a suburban location, and 3 health clinics in the immediate, downtown area.

Vision

Expand Metro services to include 60% of the pediatric market in the area and become a premier provider of children's health care information using knowledge bases and state-of-the-art deliver mechanisms.

Assumptions

1. The benefits of recruiting, training, and retaining qualified help desk support personnel no longer outweigh the costs.
2. Scarce computer and network resources work on business and technology initiatives and not on computer maintenance and support.

Goals

1. Direct source (outsource) Metro's Help Desk to reduce annual costs in supporting operating system software and application software.
2. Partner with a service provider that can grow with our business and provide future solutions to reduce overall costs in software support and hardware maintenance.

Metro Help Desk

Metro's Help Desk (MHD) employs 15 FTE in support of 7,500 employees. MHD installs, configures, and supports operating systems and application software in 3 tiers:

- | | |
|-------|--|
| Tier1 | Initial call, problem identification, incident creation and tracking Triage calls/incidents to Metro network engineers or service contractors |
| Tier2 | Telephone or E-mail support |
| Tier3 | Hands-on support |

MHD uses Remedy software and its Web-based interface for call tracking and incident reporting. It compiles an asset inventory of hardware and software in an SQL database and leverages an internal Web site to publish self-help documentation and frequently answered questions in Adobe Acrobat.

MHD is on-site 24x7 in the Health Center and 10x5 in the community hospital. There is no on-site support for the clinics. Users can report incidents to MHD via phone and e-mail. All calls are answered within 2 minutes; voice mail within 4 hours; e-mail within 2 hours. MHD has a 95% success rate in resolving problems at Tiers 2 and 3.

Metro employees work on either PCs or Macintoshes with standard configurations. 2700 PCs (HP Vectra, PII/III 266- 650 MHz 128MB RAM), 860 Macintoshes (Power Mac G3/G4 450 MHz 128 MB RAM), and 150 laptops (IBM Thinkpad 600e PII 128MB RAM) are deployed. These computers support a range of software that includes Windows 98/NT operating systems, MS-Office applications, Netscape Messenger, and Palm Desktop software. Metro also has clinical, diagnostic, and patient data warehoused in Oracle databases. Oracle user identifications and passwords are handled separate from Metro's NT Domain database and reserved for the medical staff, only.

Leased lines link the community hospital and clinics to the Health Center (T1, 256Kb, respectively). Hardware support and leased lines are maintained by outside service contracts that will come due in September 2001. Metro network engineers maintain clustered, NT Domain servers in a switched, gigabit environment located in the basement of the Health Center.

Metro has been implementing PeopleSoft products since 1998. Modules for Human Resources and Payroll are fully implemented using Oracle; Payables and Receivables are in progress. Metro plans to install 3,000 new PCs, 50 printers, and 10 laptops. There are no plans to install new Macintosh computers, however, support for the platform will continue.

Costs

In 1999, MHD resolved 24,127 incidents (21,944 at Tier2; 2,183 at Tier3). The total cost of running MHD in 1999 was approximately \$1.19M. This included salaries and benefits for 10 FTE at Tiers 1 and 2 (\$437,500), for 5 FTE at Tier 3 (\$701,663) and training (\$50,000). With this, MHD's cost per incident at Tier 2 and 3 was **\$49.29**

Also in 1999, Metro paid outside contractors \$540,000 for PC, Macintosh, and printer support (approximately \$100 per CPU and \$75 per printer per year). These contractors resolved 1,623 reported hardware incidents. **Metro's hardware cost per device in 1999 was \$332.71.**

DELIVERABLES

Business Model Overview

Please describe the general business model(s) used to direct source help desks to the enterprise. This section should include the types of customers you support (small, medium, large, or carrier grade enterprises), the companies you partner with, the general commercial applications you support (e.g., PeopleSoft, Oracle), and your methodology to maintain cost-effectiveness while providing a high availability and high volume call center for help desk support?

- **Our Business**

SafeHarbor is a Satsop, Wash.-based company that provides Web-based support services. These support services include technical, customer and e-commerce support, the types of services that in the past a company might have outsourced to a call center for telephone support or might have attempted to answer on the "help" pages of its Web site.

SafeHarbor develops, hosts and maintains the support site and builds self-help pages for these businesses that walk end-users step-by-step through the answers to their support questions. SafeHarbor also staffs an operations center, where technical support staff answer questions via "Web case," e-mail, chat and phone. Another unique feature is transparency: SafeHarbor integrates its self-help pages into the client's Web site, so that end-users are not aware that they are receiving support from SafeHarbor.

- **Our Customers**

SafeHarbor's existing and target client base is quite diverse. The common thread among our clients is their focus on Web applications and technology, and their belief that the Web can play a significant role in offering a higher level of customer and technical support at a fraction of the cost. Here is a small sample of our client base:

Aventail

Aventail is a leader in the new extranet service provider (ESP) market category. The company rapidly designs, activates and manages the foundation for scalable business-to-business commerce and collaboration. The Aventail.Net ESP model provides the expertise that companies need to build a flexible infrastructure for all their extranet needs. Their technology centers on Aventail ExtraNet Center, a powerful, standards-based framework that allows companies to create a completely integrated virtual organization.

Triscend

Triscend was skeptical that it could successfully outsource customer support for its complex technology. Seeing how SafeHarbor's Knowledge Base could walk customers through complex problems with graphical help information, such as call outs and screenshots, convinced Triscend otherwise. Triscend quit searching for CRM software and chose to outsource customer support to SafeHarbor.

Loudeye Technologies Inc.

As a leading Internet media infrastructure company, Loudeye delivers complete digital media solutions, including services and applications for the encoding, management and distribution of content. Loudeye's digital media services deliver an end-to-end solution for companies interested in providing and managing digital media content for Web sites. Loudeye's digital media applications platform is the only scalable and extensible engine for publishing, encoding, hosting and managing digital media content on any Web site.

Washington State Government

The state of Washington selected SafeHarbor to provide its agencies with 24-hour online and traditional customer support capabilities to better serve state residents. State agencies will leverage SafeHarbor's expertise and hosted customer support solutions to enable Washington residents to quickly and easily find helpful answers to questions through interactive Web sites. In addition, organizations without traditional around-the-clock help desks can extend support by relying on SafeHarbor's trained representatives to service residents via Web case, e-mail or telephone.

SafeHarbor was selected for its cutting-edge technology and customer support experience, as well as the company's dedication to rural economic development within the state of Washington.

- **Our Partners**

Keeping up with best-of-breed technologies and building strong business relationships are vital in today's fast-paced, technical environment. Here are several representative partners.

Kana Communications

Kana Communications is a leading provider of online customer communication software and services for e-business marketing, sales and services. Kana offers the most comprehensive suite of online customer communication products for managing the entire customer lifecycle, including inbound and outbound e-mail, Web-based customer self-service, Web forms, real-time messaging and voice over the Internet.

trustedanswer.com

Trustedanswer.com is a start-up venture funded by Amdahl Corp., a \$2 billion IT services, hardware and software company. Amdahl itself is a wholly owned subsidiary and proud member of the Fujitsu Family of companies. With expertise in integrating and managing all aspects of customer service and support, the company considers itself a BPO (Business Process Outsourcer) rather than an ASP (Application Service Provider), focusing on the entire customer support problem rather than on just running a specific application. Trustedanswer.com bundles selected SafeHarbor support services with its own tools and support expertise to provide a hosted support solution.

Cisco Systems

Cisco end-to-end enterprise network solutions form the most comprehensive line of networking products available in the industry. Cisco Enterprise Network Solutions lower the network's total cost of ownership, maximize the return on investment, provide seamless services enterprise-wide, enable applications and enhance performance, better control network resources, speed up project implementation, and minimize risk and complexity.

Microsoft

With over 18,000 organizations worldwide, Microsoft refers corporate customers to its global MCSP channel partners every day for the best technical solutions. As independent third parties, MCSPs focus on finding the best solutions for their customers. While MCSPs have Microsoft product expertise, they also have experience with a multitude of products and technologies beyond the Microsoft product line. MCSPs enjoy the highest-level business relationship with Microsoft through a variety of exclusive benefits, such as early access to Microsoft products, technical information and resources, and worldwide networking with other MCSP organizations. Visit www.microsoft.com/mcsp

HP

Hewlett-Packard Co., a leading global provider of computing and imaging solutions and services, is focused on making technology and its benefits accessible to individuals and businesses through simple appliances, useful e-services and an Internet infrastructure that's always on. HP has 86,000 employees worldwide, and in its 1999 fiscal year, had total revenues from continuing operations of \$42.4 billion. Information about HP and its products can be found at www.hp.com

- **Our Value**

Because the Web has changed the way people seek information, Web self-help customer service has become a fundamental requirement for doing business in the new digital economy. Our graphical, Web-based self-help solution, called Knowledge Base, increases customer satisfaction while dramatically reducing costs and time to market. This self-help is backed by multi-channel, one-to-one support via Web case, e-mail, chat and phone. SafeHarbor's solutions are developed by expert Knowledge Engineers and backed by a state-of-the-art technical infrastructure, enabling progressive companies to scale instantly and fuel company growth.

- **Our Business Model**

Our business model is Web-based self-help for customer service, which is immediate and easy to understand. SafeHarbor's main differentiator is our market leadership in knowledge management and our seamless approach to Web-based support. Our

patent-pending Knowledge Base and Browser Base, combined with our Transparent View technology, provide a fully integrated solution for customers and protects their branding, identity and culture.

Experience

How long have you been a direct source for help desk services?

SafeHarbor has been a complete outsourcer for Web-based customer and technical support since 1998. The customer support sites we create are completely transparent to our clients' end-users, offering comprehensive support across all channels, based on a business model substantially different than any other in the support services outsourcing industry.

Who are some of your largest clients?

SafeHarbor delivers outsourced customer and technical support to companies with e-business initiatives, from dot-com start-ups to Fortune 500 enterprises. Some of our larger clients include Amdahl, Scudder-Kemper, the State of Washington and Aventail.

What are your base qualifications for help desk staff and do you have a continuing education requirement?

Continuing education and professional development are vital to our growth strategies and employee development. We educate and develop our staff across all levels and positions, focusing on the strengths and needs of our employees and business. Our base qualifications for customer and technical support depend on the products and/or services that we support.

Basic qualifications include experience in a contact center and/or support environment; technical support experience in a high-tech environment; strong leadership qualities; problem-solving skills; good communication and writing skills; the ability to work in a team environment; a high school GED; technical school, community college or a four-year degree may be required depending on the position.

On-the-job training, SafeHarbor U. and our college programs are several examples of what we have put together to expand the knowledge of our support staff and to strengthen the support we offer to our clients and their end-users.

One specific example of our commitment to higher education is our program development and partnership with Grays Harbor Community College. We have developed a program for students interested in obtaining a 2-year or 1-year certificate as a Knowledge Technician. The curriculum is closely aligned with the business needs of SafeHarbor and is offered at the main campus, on-site at SafeHarbor or via distance learning.

SafeHarbor University provides thorough training for specific employee groups, such as Knowledge Engineers and Knowledge Technicians. For example, our Knowledge Engineers receive our core business and support services training, followed by an intensive Product Training program working with an experienced technician to handle customer/technical support and maximize their communications skills. Training includes problem solving, e-mail etiquette, written communications, call management and dealing with difficult callers.

SafeHarbor is heavily invested in the success of our community, as well as of our business. That is why SafeHarbor U. has worked with Grays Harbor Community College and with Washington State University to develop curriculums for 1-year and 2-year programs that prepare students for highly technical Web-based support positions.

Support Coverage

Does your service include on-site installation, setup, and configuration of operating systems and application software?

SafeHarbor's services includes Web-based troubleshooting guides, Web case, chat, e-mail, or phone support. We do not dispatch SafeHarbor personnel to physically fix an issue. However, we can provide Tier 1 and Tier 2 troubleshooting support, and then escalate to an internal resource within your organization as needed with specific resolution requirements. The escalation process takes place through our Web-based CRM tool in order to provide a seamless transition of the handoff and to maintain data within a centralized database.

Do you maintain asset inventories of hardware and software? If so, what software application is used?

Yes. SafeHarbor maintains a careful inventory of all hardware and software. We use Microsoft SMS 2.0 for these purposes. SMS allows us to run inventories and deploy updates to software on a scheduled basis.

Do you provide end users with hands-on, video, or Web-based training?

SafeHarbor provides our client partners with hands-on training in the use of our CRM tool. We provide the client's end-users with a graphically rich Knowledge Base that incorporates audio and video formats via the Web to deliver training and/or issue resolution.

Application Support (SafeHarbor does not provide third-party support on products or services, due to the close relationship needed with the developer of the software, product or application). Our solution fits best with the vendor providing the front and back-end support tools needed to maximize outsourced support.

- Macintosh system 6x and above
- McAfee Anti-virus
- Netscape
- Office 4.2 and above
- Reflection
- Word Perfect for the Mac
- Palm OS and Desktop
- PeopleSoft
- Print Spooler
- Windows 98 Second Ed
- Windows NT 4
- Windows 2000 Pro
- Adobe Acrobat
- McAfee Anti-virus software
- MS Office 95, 97
- MS-Office 2000
- Netscape Navigator 4x and above
- Netscape Communicator 4.51 and above
- Oracle 8i client
- Reflection

In addition to the above, please indicate what other operating systems, desktop applications, and Internet applications you support. If necessary, include a separate document.

SafeHarbor provides customer and technical support for customized applications (levels of service depend on complexity of the applications).

Do you support account management such as create, delete, modify, and change passwords for NT Domains, Active Directory, and/or Novell Directory Services.

Yes. SafeHarbor provides account management services across multiple domains and directories.

Delivery Mechanisms

Will you come on site to determine the size and scope of help desk requirements?

SafeHarbor sizes, develops, implements and delivers a complete, integrated outsourcing solution to our clients by focusing on well-defined project planning, business rules and support requirements.

Our integrated process begins with a service summit, during which we bring together employees representing Knowledge Agents, Knowledge Engineers, Web Development and IT to determine the size and scope of the help desk requirements. Specific project plans are agreed to, and the process of initial Knowledge Base management development begins.

The SafeHarbor knowledge engineering team assigned to our client immediately begins digesting, organizing and conceptualizing the support environment, and begins to develop the Knowledge Base environment.

Knowledge Base solutions and the support Web site go through extensive internal and client reviews to ensure end-user delight and acceptance of the support.

Do you provide the necessary tools like integrated voice and data applications and remote control applications for the call center?

Yes. SafeHarbor provides the voice and data applications required to provide technical support to the end user. The \$13 million infrastructure investment made at our operations center includes Periphonics IVR, CTI and ACD; sister survivable Intecom telephone switches; an in-house state-of-the-art data center; massive fiber, microwave and copper connectivity; and the robust Kana Service eCRM software platform.

SafeHarbor's telephone infrastructure includes an Intecom E-14 telephone switch, an RS6000 running CallWise call reporting software, a Periphonics IVR for call routing and connection to the SafeHarbor internal network and Web and application servers.

The Intecom E-14 is a fully fault-tolerant telephone switch with Automatic Caller Distribution that assigns calls to the personnel programmed to handle support for the telephone line (DID Trunk) coming in. It has a total capacity of 20,000 voice circuits, of which 4,000 are currently on and configured. It is also a host unit, with a similar backup unit available about 20 miles away in an education center in Aberdeen. This is the same telephone switch used by Microsoft, the FBI and the CIA.

The RS6000 uses CallWise and Direct Talk. Direct Talk is an IVR-type function to handle call routing. CallWise is used primarily to gather and generate statistics on average call times, call wait times and so on.

The Periphonics IVR (Interactive Voice Response) is used for detailed call routing and decision trees. IVR provides customer capabilities for additional tree or caller routing, as well as information and data extraction through traditional telephone technologies.

On the networking side, SafeHarbor utilizes NT Server with SP 5 across all servers and NT Workstation on all agent workstations as the operating system. All Web servers reside on premises using a firewall and DMZ configuration for security. We currently use dual Cisco PIX firewalls, where we utilize a 3 DMZ and 4-security level network configuration with network address translation (NAT). Please see the diagram of the network configuration below.

The Network is 10/100 switched using a Cisco 550 Catalyst Switch with RSMs (routable switch modules).

Our network monitoring tools include SiteScope, HP Openview, NET IQ, Site Server Commerce Edition 3.0, among others.

Do you implement a form of knowledge management (KM) to support your service? If so, please describe a KM solution you have provided to a customer?

The SafeHarbor approach to support services is based on an integrated combination of ongoing Knowledge Base development, intuitive Web-based self-help and traditional channels of support delivery such as e-mail and telephone. We believe that it is imperative to continually develop and maintain a Knowledge Base of information based on the questions asked by end-users. Without continual improvement and updating, Knowledge Bases rapidly become obsolete and "stale."

This approach is the result of patent-pending processes that integrate one-to-one support delivery with knowledge engineering and Web development work flows.

- **Ongoing Knowledge Base Development**

Ongoing and proactive Knowledge Base management is a core differentiator of SafeHarbor's comprehensive support solution. To successfully migrate our clients' end-user base to self-help, the online information must be constantly maintained, improved and refined. The key is to provide end-users with a reliable, extremely intuitive and accurate help resource online that empowers them to succeed in interacting with a client's Web environment while they are there, without having to resort to one-to-one contact, such as phone or e-mail.

SafeHarbor's patent-pending process of knowledge management has several distinct characteristics:

- It integrates the often disjointed knowledge management process between knowledge acquisition resulting from day-to-day interaction with users, and the timely migration of that data into a polished Knowledge Base-driven self-help environment.
- It is based on a documented methodology that incorporates extensive review, evaluation, style control and organizational processes that ensure immediate, accurate and intuitive Knowledge Base resources.
- It allows peer-level access into our \$13 million infrastructure. This allows the cycle of ongoing knowledge management to be conducted efficiently within a single system, and also enables the client to actively participate in the collaborative creation and approval of modified content, if desired.

The ongoing process of Knowledge Base maintenance and updating is outlined below:

1. When customers raise new issues or additional functionality is introduced, the process of immediate Knowledge Base updating is initiated.
2. SafeHarbor's Knowledge Technicians provide the user with a resolution to the new issue and forward the new question and its resolution to Knowledge Engineering.
3. Our Knowledge Engineers create an intuitive and graphically focused article addressing the new issue and reviews for accuracy and ease of use.
4. The client is presented with the article for evaluation and approval prior to any additional content being added to the Knowledge Base environment.

Upon client approval, the new article is published to the Knowledge Base and is available for customers to access proactively, as well as to support specialists, which facilitates the transfer of consistent and accurate information to users via one-to-one channels. This cycle of dynamic knowledge base updating can take as little as 4 hours.

Workflow

SafeHarbor's infrastructure is Web-based and Web architected, enabling powerful workflow capabilities among our clients, partners and SafeHarbor. This Web architecture and customizable workflow provide a powerful and efficient channel for collaborative communication. When changes are being made to the support Web site or Knowledge Base, a review process is initiated through which the client is able to review changes and make approvals prior to anything being published. This review and approval process is facilitated by the Web-based, peer-level access we provide into our infrastructure.

Terms & Conditions

MHD's Service Level Agreement (SLA) includes the following conditions. Please indicate whether your solution could meet the requirement by placing a check next to it.

- Answer all phone calls within 2 minutes
- Respond to all voicemails within 4 hours
- Respond to all e-mails within 2 hours
- Schedule on-site visits for supported software within 5 days
- Triage high priority calls to Metro engineers or service contractors within 10 min.
- Triage normal priority calls to Metro engineers or service contractors within 30 min.
- Track all triaged calls to engineers and contractors

* If you have other suggestions for SLA provisions that would improve service, please detail them.

Do you define and implement escalation procedures between traditional help desk tiers 1, 2, and 3? If so, can you provide us with a working definition and implementation?

Escalation:

Systematic Quality Assurance

Can you provide Metro with the following statistics at regular intervals?

- Yes Total calls or incidents reported: Hardware and software
- Yes Response Times
- Yes Call durations
- Yes Open call queue status
- Yes Hold queue status
- Yes Average mean time to resolution for all incidents

What software do you use for problem identification and call tracking?

Kana eService (contains all self-help solution metrics and interactive support channels – Web case, e-mail, chat and phone metrics).

Do you provide customized, monthly management reports? If so, can management obtain live reports from a Web-based reporting tool?

SafeHarbor provides periodic and timely reports and numerous reporting capabilities through our datawarehousing product. Information is accessed through our Web-based CRM tool and is customized (i.e., timing, date, activity) by our clients for end-user analysis.

Integration

Do you support customized application support for PeopleSoft, Enterprise Resource Planning or Customer Resource Management?

SafeHarbor Technology Corporation is able to integrate with any application on a project basis, if the exchange of data is necessitated by our clients in order to provide sufficient end-user support.

Do you provide consulting services in knowledge bases and delivery mechanisms that will support Metro's vision?

Yes, SafeHarbor's core offering is in the building, maintenance and delivery of relative knowledge, which is incorporated in a Knowledge Base, to the end-user. As part of the standard service provided by SafeHarbor to the client, and for a flat monthly fee, we are able to provide a graphically rich and easy-to-use Knowledge Base, while simultaneously handling all channels of end-user support including Web cases, chat, e-mail and phone. This unique method of knowledge-management ultimately decreases the number of interactive sessions with end-users over time, and enhances the overall end-user experience in receiving technical support.

Implementation

Will you assign a dedicated account representative to Metro?

Yes. SafeHarbor immediately assigns dedicated operations support executives and account representatives to our clients to manage the day-to-day relationships and future support service needs of our clients.

Can end users at Metro begin receiving services 30 days after a signed contract?

Yes. Our typical support implementation services from concept to delivery is eight weeks. However, we do have account escalation processes to deploy our services in a shorter timeframe (and priced accordingly).

Cost

Please note that cost information is vital to our research. If you foresee a problem with this, please contact Sean Doherty (315-443-2577, sdoherty@nwc.com) as soon as possible.

****Sean**

As discussed, we do not publish our pricing due to the complex customer and technical issues and models of our clients. As we talked about today, I am checking on the model below and working on a statement for you. We typically do not focus replacing the help desk due to their unique business needs.

How will you charge Metro?

SafeHarbor has defined a new service model that combines new Web-based support services; the development, design and management of Knowledge Bases and support Web sites; and traditional telephone support. As a result, SafeHarbor has developed a new flat-rate pricing model to meet the needs of the client and ever-changing service offerings.

Our pricing is based on a standard monthly subscription that provides a rich mix of complementary services to provide our customers with a satisfying support experience for their users as well as predictable costs.

SafeHarbor also offers a variety of service enhancements that provide more capability than the standard service for those customers who require these special facilities.

Our pricing methodology, in which a session is defined as a question and its resolution without consideration of the number of touches, creates the incentive for us to provide comprehensive resolution in as few touches as possible. Additionally, our approach goes beyond mere resolution into an educational mode. During customer interactions we invest the extra time to offer to educate users on the use of our client's product including the use of the online self-help resources. This investment increases the probability that users will embrace self-help as their first channel of support in the future, containing support exposure for our client.

- Fixed monthly cost per user (6,000 users) ****Monthly pricing (based on self-help/multi-channel support).**
- Fixed monthly cost per platform (4,250 platforms) ****Additional seats of our CRM solution.**
- Annual subscription
- Prepaid call packs
- Other volume pricing call packages (please detail below)

Based on MHD's 1999 call reports, can you estimate the cost per incident using your services?

[Please see notes on pricing.](#)

What would you estimate the annual cost to source help desk support to Metro?

[Please see notes on pricing.](#)

Metro's Next Generation Help Desk

In 250-300 words or less, please outline your solution for Metro's Next Generation Help Desk. Your solution should incorporate and summarize answers provided above and include a cost-benefit analysis in terms of annual costs and cost per incident along with the service levels that you provide at each Tier (1,2,3). You may use your own definitions for layered support and are not restricted to MHD's tiers.

Our goal at SafeHarbor is to provide seamless customer and technical support to our client's and their end-users. An outsourcing relationship with SafeHarbor is more of a partnership than a traditional client/vendor relationship. We provide the people, process, and technology to meet our client's new business initiatives in today's web centric economy.

Outsourcing with SafeHarbor includes the following:

- Customized and personalized support Web site development, management and hosting.

- Ongoing graphically oriented knowledge base development, with a focus on usability and an intuitive, empowering presentation.
- Integrated Web based self-help, Web case, email, telephone support, and chat.
- An expert staff of support analysts to address telephone, email, Web case, and chat.
- **A Flat pricing structure that motivates SafeHarbor.com to migrate your end users to Web based Self-help.** We believe that a robust and extremely intuitive self-help support environment is a requirement to effectively scale, contain costs, and empower users to succeed without having to resort to phone or email.
- **Shared support delivery.** We provide our clients' support reps with peer level access into our support infrastructure via the Web. This creates a shared *virtual call-center* support environment allowing SafeHarbor.com and Adobe to collaborate on support delivery seamlessly, completely transparent to end-users both via self-help and one-to-one channels.

**Escalation processes are discussed under workflow and account management above.

In addition, this section can include other services and/or consultation you can provide Metro? For example, are you equipped to compete with our hardware and network service contracts coming due in September 2001? If so, what will be the annual cost and cost per CPU or other device? Do you have the resources to help us build knowledge bases of clinical information to deliver using Customer Relations Management (CRM)?

(Please see information on Knowledge Base development as mentioned above. We do not provide on site hardware for our solution given the outsourcing model we provide and deliver upon).