

The logo for Techie Co. is a blue, rounded rectangular shape with a white border. The text "Techie Co." is written in a white, sans-serif font, centered within the shape.

Techie Co.

VOICE OF CUSTOMER READOUT

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# PROJECT OVERVIEW

## GOVERNING QUESTION

*What is the optimal positioning for Techie Co.?*

*What IT management problems exist that merit the solutions provided by Techie Co.?*

*How do Techie Co.'s competitors promote their solutions?*

*What is Techie Co.'s distinctive competence?*

*How should Techie Co. define their portfolio of solutions?*

*What is the typical buyers' journey?*

*How should the portfolio be positioned?*

Techie Co.

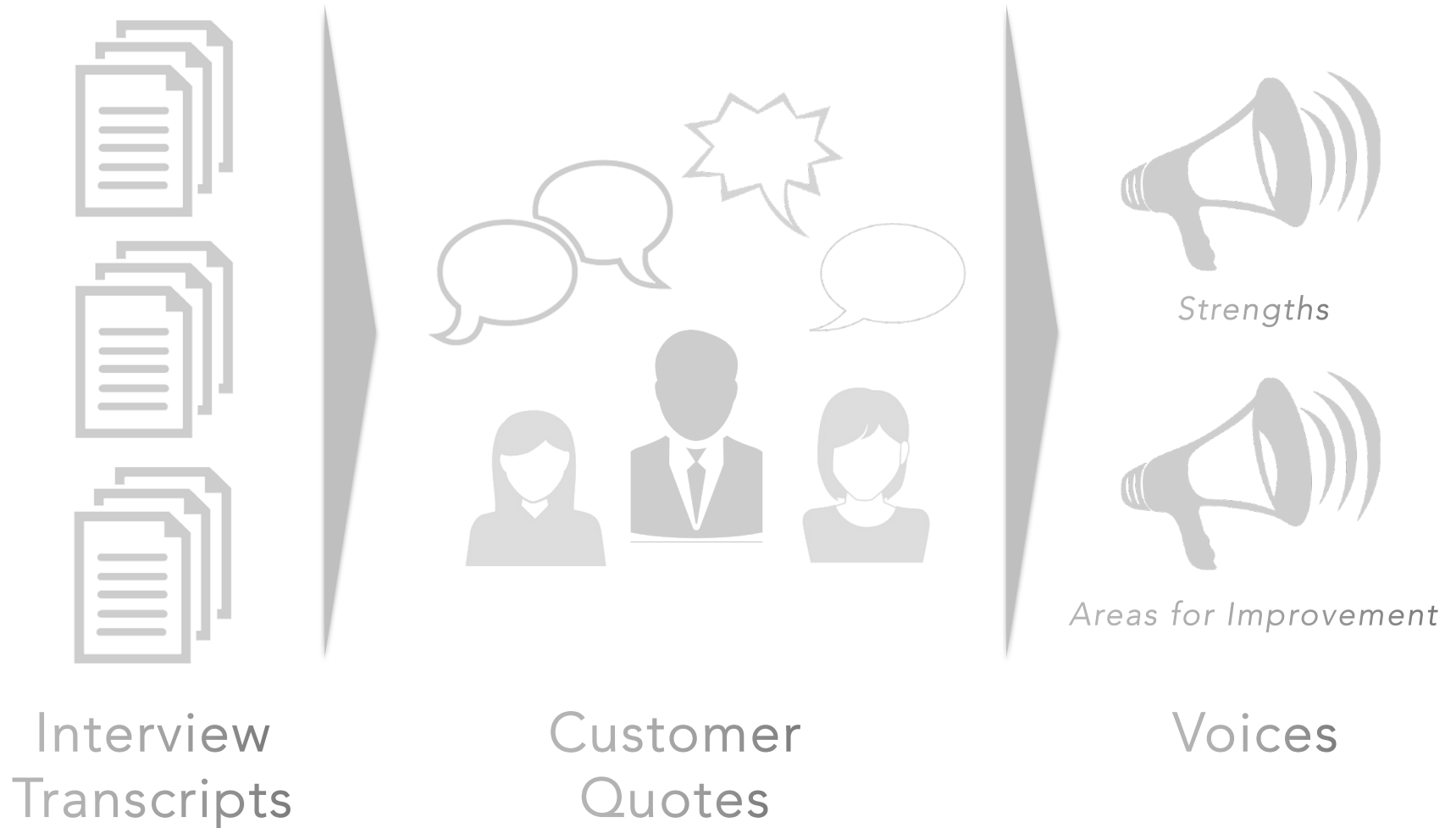
# CUSTOMERS INTERVIEWED

13 individuals were interviewed over the phone, to hear opinions on Techie Co.'s strengths, areas for improvement, and unique value proposition.

Contact	Client	Title	AM	Market Segment
[REDACTED]	[REDACTED]	CFO	[REDACTED]	Financial Svcs
[REDACTED]	[REDACTED]	Director of Finance	[REDACTED]	E-Commerce
[REDACTED]	[REDACTED]	President	[REDACTED]	Software / SaaS
[REDACTED]	[REDACTED]	Director, Enterprise Technology	[REDACTED]	Retail
[REDACTED]	[REDACTED]	Director of Engineering	[REDACTED]	Software / SaaS
[REDACTED]	[REDACTED]	Vice President	[REDACTED]	Software implementation
[REDACTED]	[REDACTED]	Director of IT	[REDACTED]	Manufacturing
[REDACTED]	[REDACTED]	President & COO	[REDACTED]	Manufacturing
[REDACTED]	[REDACTED]	Technology Manager	[REDACTED]	Event production
[REDACTED]	[REDACTED]	CEO	[REDACTED]	Event production
[REDACTED]	[REDACTED]	IT Procurement	[REDACTED]	Insurance
[REDACTED]	[REDACTED]	VP IT	[REDACTED]	Healthcare
[REDACTED]	[REDACTED]	Office Manager	[REDACTED]	Sports Team

# VOC ANALYSIS PROCESS

Written interview transcripts were reviewed, and over 200 quotes were identified. Those quotes were then summarized into ~60 voices tied to Techie Co. strengths, and ~30 voices tied to areas for



# KEY STRENGTHS AND IMPROVEMENT AREAS

*Overall, Techie Co. is well-liked by the clients interviewed, and has earned their trust. The following strengths and areas for improvement were cited most-frequently by people (listed in ranked order).*

## STRENGTHS

- Very responsive
- Can buy only what I need
- Grows with us
- Admits their mistakes
- Good people
- One-stop shop for IT services
- Has our best interests in mind
- An extension of our team
- Collaborative
- Onsite engineers

## AREAS FOR IMPROVEMENT

- Makes choices / recommendations that serve their own interests sometimes, not their clients' interests
- Customers feel they're sometimes being taken advantage of by Techie Co.
- Techie Co. charges high prices

# OVERARCHING THEMES

Customers were asked to provide five words to describe Techie Co. Analysis of those responses, and of the aforementioned strengths, results in four main descriptors of the company, centered around their people and service.

## WORD CLOUD FROM CUSTOMER RESPONSES



Note: Size of the word in the word cloud represents frequency of the responses by customers.

## OVERARCHING THEMES

ALWAYS THERE  
FOR US

LIKEABLE AND  
PERSONABLE

EXPERTISE

TRUSTWORTHY AND  
HONEST

Techie Co.

# ALWAYS THERE FOR US

Customers feel that Techie Co. is ultra-reliable, responsive, and quickly on top of issues when they happen. Many customers also feel Techie Co. can scale as their business scales.

## KEY VOICES

Very responsive

An extension of our team

Grows with us

Proactive / thinks ahead

## SELECT QUOTES

“ I just think that they're reliable, available around the clock. In a production facility like ours, we have some pretty hard deadlines and if something's broken we need immediate assistance. And they always seem to be available either remotely or they'll come to our office and handle our need. ”

“ So that group really is, it's an extension of our team, but they've got the server guys, I don't, they've got the network guys, I don't, they've got the architect guys, I don't, they've got the 24x7 NOC, I don't, they have the licensing experts, I don't, they've got the procurement team, I don't. ”

“ What Techie Co. brings to my piece of comfort zone is that they have the ability to grow and modify with us, so if we double in size I know that Techie Co. is going to be there to be able to double with us, not necessarily double their company, but double the services that they have. ”

“ We were dealing with a phishing thing that was running rampant through our whole system. And we were getting ready to get on the phone with Techie Co. to start working through, and 30 seconds later, before I had a chance to pick up the phone, Matt was calling me to talk about it. ”

Techie Co.



# LIKEABLE AND PERSONABLE

Techie Co. personnel have strong technical skills AND communication skills, something customers feel is rare in the IT industry. Customers also value having consistency / longevity in the people they work with at Techie Co..

## KEY VOICES

Onsite engineers  
Personalized service  
Strong, lasting  
relationships

## SELECT QUOTES

“ We have an Techie Co. engineer coming to our facility one day a week who handles break fix network stuff which is fantastic service. Not only are they technically competent, they also are very service oriented. They're easy to interact with from a help desk perspective, from a returning email perspective. Somebody can be technically great but if you find them a pain in the neck to interact with, who cares how technically great they are. ”

“ If they had too much technical expertise and no ability to provide service and communication skills you would lack the ability to get through the issue and we have had that happen with a vendor. ”

“ And that's the real key differentiator I think for a company like Techie Co., is that personal relationship and the looking out for your business, and being aware of your business. That's key importance. ”

# EXPERTISE

*Techie Co. has deep and wide skillsets, which customers value and admire. Having this large catalog of services gives customers confidence that as their business grows, Techie Co. will be able to handle their future needs.*

## KEY VOICES

Good people  
One-stop shop for IT  
services  
Helps us grow and  
mature

## SELECT QUOTES

“ *They have the expertise. They have the knowledge. They have the skills to do what they do. They're, what we would consider to be, one of our key trusted partners.* ”

“ *We are constantly amazed by skill of the engineers. The engineers are very sharp. In general, it seems like there's a lot of very bright people working there.* ”

“ *For companies who appreciate that having their own IT department might not be the best use of resources, Techie Co. provides essentially a fully capable outsourced IT department that supports the ongoing functions of your business from help desk to server infrastructure, to office applications and network hardware.* ”

“ *The need for 24x7 service desk support becomes even more critical when you start moving into new markets, and you need to make sure that you've got people that can answer questions quickly and that kind of stuff. We probably wouldn't have been able to make that kind of growth without having them available to do that for us.* ”

Techie Co.

# TRUSTWORTHY AND HONEST

Customers appreciate when Techie Co. owns up to their mistakes and doesn't oversell. Many customers feel Techie Co. has a collaborative approach, and trusts the firm with significant decisions.

## KEY VOICES

Can buy only what I need

Admits their mistakes

Has our best interests in mind

Collaborative

## SELECT QUOTES

“ I see the value proposition to us with Techie Co. is that they are as much or as little, they are somewhat agnostic to the services or infrastructure they provide. They don't pressure you into sales. They don't need every piece of your business and so you can rely on as much or as little as need be. ”

“ Mistakes happen occasionally. They don't happen very often, but what I appreciate is that when they do, Techie Co. is very upfront about it. They're very transparent about what happened, and always work to improve what they can to make sure those mistakes don't happen again. ”

“ I trust them. I trust them and I trust the engineers. I think they're making the decision which is best for you in their minds. ”

“ It's like they stop, and they listen, they know what's important and they're always, they always say 'what do you need us to do?' 'And they'll help us think through some really big problems, they help us talk to through the pros and cons of each of those potential solutions. ”

Techie Co.

# AREAS FOR IMPROVEMENT

The most-common critiques of Techie Co. were around pricing, billing, and situations where the customer perceives Techie Co. as more "in-it-for-themselves" vs. putting the client's needs first.

## KEY VOICES

Makes choices / recommendations that serve their own interests sometimes, not their clients' interests

Customers feel they're sometimes being taken advantage of by Techie Co.

Techie Co. charges high prices

## SELECT QUOTES

“ Look, it's not in Techie Co.'s financial interest to have clients go to Office 365 because they sell less server space that way. There's in a way Techie Co. has to be careful that they have to separate out the financial impact of customer decisions from the technical impact of customer decisions. ”

“ I sometimes occasionally I worry that they're encouraging us to spend money on services that maybe we don't really need. ”

“ I feel like Techie Co. has gotten extremely liberal on pushing the billing forward. Everything they touch – they do now in quarter hour increments, and I didn't look at the building detail. I see a lot of stuff in there that – they are just doing independently. That – I'm paying hundreds of dollars, thousands of dollars for some things that kind of go on, from an overly complicated monitoring setup, or something that they have put in place. ”

“ I know at times it feels a little odd on how they're pricing things because as you look at the competition you're like, Jeez other people do that a little better. ”

Techie Co.

# OTHER OBSERVATIONS

Overall, customers had many good things to say about Techie Co., particularly their people and the level of service they receive

- *Customers like that Techie Co. is close by local, so that they can sit down and see the people, including the CEO (who is accessible)*
- *Customers feel they have a personal relationship with Techie Co. employees, which is much different than the relationship they have with large cloud providers (e.g., AWS, Azure)*
- *They also like that Techie Co. is upfront about what they can offer deliver, what they can't, and when they don't know an answer*

Interestingly, very few comments were made around Techie Co.'s actual data centers, the technology they deploy and maintain, or as Techie Co. being "safe" and "simple"

- *Thus, it seems Techie Co.'s differentiation message should be more around their people and level-of-service, and less on technology*

THANK YOU

# SUPPORTING SLIDES

# TECHIE CO. DESCRIPTORS UNDERPINNED

Customers were asked to provide five words to describe Techie Co.. Analysis of those responses leads to four main descriptors of the company.

## ALWAYS THERE FOR US

Available	Reactive
Consistent	Reliable
Nimble	Responsive
Organized	Stable
Proactive	Thorough

## LIKEABLE AND PERSONABLE

Approachable	Open-minded
Collaborative	Service
Confident	Service-oriented
Flexible	Solution-focused
Friendly	

## EXPERTISE

Capable	Knowledgeable
Competent	Savvy
Efficient	Smart
Innovative	

## TRUSTWORTHY AND HONEST

Honest  
Integrity  
Responsible  
Trust  
Trustworthy



# CUSTOMER QUOTES

The following pages provide many of the quotes extracted from the customer interview transcriptions. Customer names are left out to reduce any biases.

# QUOTES FOR "ALWAYS THERE FOR US"

- They're responsive
- Each time it happens, and we're trying to avoid this, but each time it happened, Will was on it and had somebody out here, the next morning. Very responsive and really reliable in that regard.
- you expect them to be responsive, expect them to answer and to follow-up on questions and to follow-up on issues or follow-up on things that need to be taken care and not having to constantly call up somebody and remind them, "Hey, are you still working on that," or, "what happened to that,"
- If you think about the number of customers that hit our website every day and check-in online every day, it requires systems to be working, it requires rapid response when issues crop up, and it requires vendors who understand and are onboard with what we are trying to accomplish
- I work with their service desk the most out of anyone in the office and it's a really easy system. You can email them what your issue is if you don't either have time to sit on the phone or you're running to a meeting or something like that and they will get back to or contact the person that is having the issue directly so it's super convenient for me that I can just do that and I know they'll report back if they fix it or what's the next steps need to be, so they're really good. Or, if you need to call them, you can talk to them in person and they're helpful.
- I just think that they're reliable, available around the clock. In a production facility like ours, we have some pretty hard deadlines and if something's broken we need immediate assistance. And they always seem to be available either remotely or they'll come to our office and handle our need.
- I'm happy with the response time overall. I'm happy with the responsiveness that I get overall.

# QUOTES FOR "ALWAYS THERE FOR US"

- for us, they bring the, I guess, ease of use, for lack of a better word. They're very easy for us to get into contact and get things solved so that is super nice.
- And I've always had the impression that they're a bigger company than they really are, kind of one of those approaches. They come across as a subject matter expert with a big bark, and we can solve it, and they have solved problems. Their value proposition to me is kind of the stability of that quality of service that really needs to kind of stay there.
- We are constantly amazed by skill of the engineers. The engineers are very sharp. We've been often very impressed with technical support we've had from Techie Co.. In general, it seems like there's a lot of very bright people working there. That's a real positive for us. We know that if this is a technical problem, someone from Techie Co. probably is going to be able to figure it out. That's always been very good.
- Matt knows that if there's a problem with <client name>, it's his problem and if it isn't solved it's his problem. So their ability to align that and create that accountability, I think makes a difference because whenever we've had problems we've been like, Matt this is bad and he's like, understood and he knows he's accountable to his organization so they're going to fix it.

# QUOTES FOR "ALWAYS THERE FOR US"

- I believe Techie Co. was a fairly small and growing data center at the time, and we felt one of the advantages was that we could grow together sort of in a symbiotic relationship.
- Growth and moving away from the type of company that we were then which was primarily family driven, home spun, very successful to being able to leverage the growth that was occurring within the industry.
- What Techie Co. brings to my piece of comfort zone is that they have the ability to grow and modify with us, so if we double in size I know that Techie Co. is going to be there to be able to double with us, not necessarily double their company, but double the services that they have. However, the flipside to that is historically we've seen where if our business comes to a point where we need to shrink by 50% they're going to work with me, too, on that. So we're in for the penny, in for the pound, regardless of the way the market is going to take us. If we need to go big, they can go big with us. If we need to go small, they can go small with us. That's priceless. That's a priceless partnership.
- I don't want to work with the Walmart of IT that's going to do everything. I want somebody that's really kind of focused on helping fast-growing, scalable businesses do it in a stable fashion that is fair-priced, reasonable or value-oriented, and then just get the shit done and I don't have to even think twice about it.
- First of all, we like dealing with Mickey, who is the contact point. We'd had had referrals from another company that was using Techie Co., that they were very happy with them. And then the pricing was pretty good. I think we were impressed overall by the Techie Co.'s professionalism as well and what looked like a strong range of services at the time, that as we needed to expand, they would be able to handle that.

# QUOTES FOR "ALWAYS THERE FOR US"

- They are truly an extension of our team.
- What makes Techie Co. different is just the relationship between us and how they – They feel a part of the team, where other companies it's you do your service and that's it
- Back to Techie Co., so that group really is, it's an extension of our team, but they've got the server guys, I don't, they've got the network guys, I don't, they've got the architect guys, I don't, they've got the 24x7 NOC, I don't, they have the licensing experts, I don't, they've got the procurement team, I don't. Everything that I would normally build in my own shop we're basically just using Techie Co. for and just paying as we use the service.
- They have the expertise. They have the knowledge. They have the skills to do what they do. They've got good people working for them. They're, what we would consider to be, one of our key trusted partners. They're critical to our success, and have been. They provided plenty of input and feedback to how we can improve what we do.
- I don't expect Techie Co. to disappear overnight, but as a way of understanding their critical nature to our company, I think that's a very true statement - that if somehow they did disappear overnight, we would have some serious challenges in front of us.

# QUOTES FOR "ALWAYS THERE FOR US"

- if I went to Azure and said "hey, I want –" spin up a new environment and I want you guys to host this for us," they do it and it would be all fine and dandy when it came to building it. But when this first time we have a problem of a performance trend, I'll just be caller number 162 to Sandeep in India. And I would be on hold for four hours just to get to talk to him. To open up a ticket, it would take weeks and weeks and weeks to resolve. We're here at Techie Co., its one text or one call to our account rep, and I'm out of the picture and they got it and they're running with it.
- with Amazon, often the technical support is free or is included in the pricing, whereas Techie Co., everything costs us money. If you have a lot of stuff going on, you can get run up some big bills. That being said, the nature of the support is slightly different. You talk to somebody, it's somebody smart who figures it out pretty quickly, whereas with Techie Co. – with Amazon, you're probably dealing with an engineer in India or something, and the – it may take longer to resolve the issue, and you don't get to the nub of the issue as fast.
- They see what's happening and they keep tabs on what their team is doing and who's becoming a bottleneck over there. They proactively address things like that.
- yesterday we were dealing with a phishing thing that was running rampant through our whole system. And we were getting ready to get on the phone with Techie Co. to start working through it and I told my two key guys here internally. I said I must go get on the phone with Techie Co. and figure this thing out. And 30 seconds later before I had a chance to pick up the phone, Matt was calling me to talk about it. And they're really there just on standby with the line open listening to the conversation we're having and again it's, "Tell us what you want us to do."

# QUOTES FOR "ALWAYS THERE FOR US"

- They do everything from the perspective of, "We don't want to see something disastrous happen here, so we want to help you overcome this or prevent something bad from happening."
- if we meet with Techie Co. and say, "I'm thinking I want to throw a drive down in the bowels of our organization and just kind of manage it myself," they'll say, "You can do it that way and it can be done like this. However, if you think about a year from now, two years from now, here's another potential way to solve that need today but also to be able to have it working for you in the future." And, again, there's that future proofing scenario in the sense that they have demonstrated the ability to think at multi-levels of solutions as opposed to just here's a fixed solution for your immediate need.
- If you think about the number of customers that hit our website every day and check-in online every day, it requires systems to be working, it requires rapid response when issues crop up, and it requires vendors who understand and are onboard with what we are trying to accomplish
- it's almost like because they're so tightly ingrained and they managed so many different things for us, they're able to expose my blind spots. They present them in a way that is, I don't know, they're very thoughtful in their approach. They're very respectful in their approach.

# QUOTES FOR "ALWAYS THERE FOR US"

- At every turn Techie Co. is, it's like they stop, and they listen, they know what's important and they're always, they always say 'what do you need us to do?' 'What do you need us to do? Just tell us what you need us to do,' and they'll help us think through some really big problems, they help us talk to through the pros and cons of each of those potential solutions, and then they'll wait for us to say 'yep, let's do it this way' and then now let's talk about how we actually get that done. They'll put in any amount of time necessary to help us through some really big stuff.
- my phone goes off very rarely between midnight and six am which I like.
- That's one of the things I love about Techie Co. is Jack Nicklaus is 15 minutes away from my office. If I want to look him in the eye and say, "You guys screwed something up," I can. I've never had to do that but it's really nice to know that I can
- is we always felt confident that we could pull the corridor, or break the glass and call Jack, CEO. And we knew that if you had to call Jack, he would effectively communicate to his team there was a problem. I feel that even at the top part of the organization, there is a true understanding of the importance.



# QUOTES FOR "LIKEABLE AND PERSONABLE"

- we have a on-site engineer that is assigned to us, his name is Dave and Dave is the de facto IT guy here, it's – Dave has been the IT face for many years now
- Techie Co. has strong technical people. We have an Techie Co. engineer coming to our facility one day a week who handles break fix network stuff which is fantastic service. Not only are they technically competent, they also are very service oriented. They're easy to interact with from a help desk perspective, from a returning email perspective. Somebody can be technically great but if you find them a pain in the neck to interact with, who cares how technically great they are.
- positives are a working relationship with Dave Moss. He is a tenured – I don't know exactly what his title is. Field agent from our perspective, meaning that he has been here. He understands us from start to finish. Knows real – all the details about how – why we do what we do, and how we do it, and there has been literally zero turnover. So, it is really efficient for us to have somebody that I can reach out to as the point of contact to – I know what I need to point – poke Dave with a question, or an issue versus hitting up the NOC or hitting up the service desk.
- it goes back to the level of service and knowledge they provide us compared to another data center. To me, that really is the value proposition that we care about as a company. But in the end, it really comes down to personalized knowledge, and experience, and support we get from them. We - as I mentioned before, we don't in-house have to have full time employee that just manages servers, and deals with server management and monitoring, or deals with network managing and monitoring. We can just feel comfortable knowing that Techie Co. is doing that for us.

# QUOTES FOR "LIKEABLE AND PERSONABLE"

- The other thing is that relative to Amazon web services or Azure or something like that, with Techie Co. you get Matt, right? You get Andrew, you get – you know Jack, right? I can't call Satya Nadella at Microsoft but if something went down I could call Jack and I know he'd probably take care of it. So given their relative size in the market and their ability to set larger clients up with a dedicated account manager and knowing the certain players in their team, you feel like you're getting the strength of a strong, competent hosting provider but you also get the ability to have individual contact. So I don't know if I'm sure if I'm expressing it even, it's hard to even express but I feel like that with a dedicated account person who is knowledgeable and accessible that I feel comfortable when problems arise
- They have personalities, whereas other ideal people I've had to work with do not.
- If they had too much technical expertise and no ability to provide service and communication skills you would lack the ability to get through the issue and we have had that happen with a vendor.
- between Will and myself I think we have a really good working relationship
- we've been able to work with Matt, formerly Andrew who left the organization and a few people on the account manager side that have been really great. I think they get the balance between sales and customer need and service and being a rigid infrastructure or sec – IT provider that is a little stuffy.

# QUOTES FOR "EXPERTISE"

- They have the expertise. They have the knowledge. They have the skills to do what they do. They've got good people working for them. They're, what we would consider to be, one of our key trusted partners. They're critical to our success, and have been. They provided plenty of input and feedback to how we can improve what we do.
- Probably the biggest comment that I've got is it boils down to the people. People are ultimately the ones who are delivering the product, representing the product, fixing the product, and offering improvements to a product that was brought in.
- Techie Co. has strong technical people. We have an Techie Co. engineer coming to our facility one day a week who handles break fix network stuff which is fantastic service. Not only are they technically competent, they also are very service oriented. They're easy to interact with from a help desk perspective, from a returning email perspective. Somebody can be technically great but if you find them a pain in the neck to interact with, who cares how technically great they are.
- We are constantly amazed by skill of the engineers. The engineers are very sharp. We've been often very impressed with technical support we've had from Techie Co.. In general, it seems like there's a lot of very bright people working there. That's a real positive for us. We know that if this is a technical problem, someone from Techie Co. probably is going to be able to figure it out. That's always been very good.

# QUOTES FOR "EXPERTISE"

- Their value proposition is definitely to have one stop shop. That's an advantage.
- For companies who appreciate that having their own IT department might not be the best use of resources, Techie Co. provides essentially a fully capable outsourced IT department that supports the ongoing functions of your business from help desk to server infrastructure, to office applications and network hardware. I think Techie Co.'s value proposition is for a certain size business, they do a soup to nuts operation where you buy that service and you don't have to worry about it. That's where I see their niche is and they do it pretty well.
- they're full service between their software development team which we've used, to their networking team, their Apple expertise. It's not like we're having to deal with multiple vendors.
- They come across as a Cadillac. They got all the bells and whistles. "Only going to sell you what you need today. But if you want the one with the 500-horsepower, I got that one."

# QUOTES FOR "EXPERTISE"

- So to have a vendor like, or have a partner like Techie Co. that we looked at as somebody that would be able to help us do those kinds of things, and help us grow and mature some of our processes, and give us input on best practices, and how to do things in a way that makes sense. That's where they seem to fit the best
- The need for 24x7 service desk support becomes even more critical when you start moving it in new markets, and you need to make sure that you've got people that can answer questions quickly and that kind of stuff. We probably wouldn't have been able to make that kind of growth without having them available to do that for us.
- I think in some cases, it's a bit of a symbiotic relationship that our growing needs help fuel their growing improvements or their growing technology, which helps us with our own growing needs.
- It's one thing to have one person that basically carries the weight of the organization. When they leave, then all of a sudden, you're left in a lurch. We've run into that with certain vendors. That's never been the case with Techie Co..
- But it is nice to know that if it's really necessary, they'll call up a specific person that we feel comfortable with, and they'll get on the line and work through it.

# QUOTES FOR "EXPERTISE"

- It's like they truly can get to the root of what's holding us back and just come up with something as simple as, "Would you want us to get somebody certified on this so that you have another layer of support?" They did.
- Future proofing not only is having a rock solid foundation but be able to take that foundation and make something new on top of it. That's what a partnership with Techie Co. provides is; nimble-ability to become or modify at will, almost chameleon. Our clients manipulate – our clients drive how we respond. We're not leading the pack but rather reacting to what our clientele needs of us to react to. And again, having a partner that's being able and can be flexible like that, and have new ideas, or appropriate ideas that fit those changing needs is future proofing the existence of our own company.
- as our business changes, we expect them to grow and to change as well, and that's always been the case. That's ultimately where the basis of future of the partnership is lies as well. If you know that they're going to continue to be on the forefront of providing the kinds of services, providing the kind of technology, bringing the right technology solutions to bear, then that's who you want to keep partnering with because we're going to continue growing
- we depend on partners like Techie Co. to help bring that kind of information to us to make sure that we're aware of what the latest and greatest technology is and what we should be looking at. And they have always provided that for us.

# QUOTES FOR "EXPERTISE"

- Obviously, with an MSP, what you get is you get a slice of a large organization. You have the plurality of skills and people available at a relative fraction of the cost. I can't tell you where the ROI lies, other than the fact that we don't have to hire three or four people, or two, or however many it would be. We have a broader skillset across a multitude of individuals. That definitely is worth a higher price tag.
- It comes down to a simple equation; is that I am not big enough to go out and hire a CISCO-certified networking engineer, I'm not big enough to go out and hire a ShoreTel networking engineer, I'm not big enough to go out and hire a SQL database, a DBA; I'm not big enough to go out and hire these top tier resources, but I may need five hours a week or five hours a month or two hours a month of each of those top tier resources. The ROI I'm paying Techie Co. is that they have different tiers of service, but at the end of the day their Tier 3 or Tier 4 resource is going to be the expert in each of their domains or disciplines. There's no way I could afford a \$200,000 a year CISCO guy; I just can't.

# QUOTES FOR "TRUSTWORTHY AND HONEST"

- they are so forthcoming when they miss something. They're proactive, they're honest.
- mistakes happen occasionally. And that's to be expected—they don't happen very often, but what I appreciate is that when they do, Techie Co. is very upfront about it. They're very transparent about what happened, and always work to improve what they can to make sure those mistakes don't happen again. Overall, the mistakes are very infrequent, but I think what's more important is that they never try and cover it up; they never try and pass blame. They're always very upfront about it, which is good.
- And when shit breaks down, Will is really quick to apologize, to recognize the opportunity for improvement, and so he is never trying to pass the buck or anything. He is just really understanding and – so, he is a believable guy, and so he's always been a real straight shooter with me.
- But then furthermore, even though this thing failed and Techie Co. had brought them into the fold, they owned up to the mistake. They said they'll never recommend or use this vendor again, and then we sought and found another solution. Again, they are problem solvers.



# QUOTES FOR "TRUSTWORTHY AND HONEST"

- They come across as a Cadillac. They got all the bells and whistles. "Only going to sell you what you need today. But if you want the one with the 500-horsepower, I got that one."
- I see the value proposition to us with Techie Co. is that they are as much or as little, they are somewhat agnostic to the services or infrastructure they provide but they're also providing a premium service relative to other players. So what I think is nice about Techie Co. is that they are somewhat agnostic to the services. they don't try to bundle their services in such a way where you're like, hey I just want these three functions. They allow the a la carte nature which I think was a big value to us because we were able to leverage in the strength we want to do.
- if they were talking about hey I'm looking to find that sweet spot to where I can worry about my business, and running my business and doing the things I want to while getting the support when I need it, I think that's where I would say, "You should talk to Techie Co.." Like I said, they don't pressure you into sales. They don't need every piece of your business and so you can rely on as much or as little as need be.

# QUOTES FOR "TRUSTWORTHY AND HONEST"

- In the case where there's been misunderstanding, Techie Co. has always been-they've always stood behind their words. That's why I said they're trusted partner. There's no question of: "Are they not looking out for our best interest?" We have plenty of vendors that we work with that are certainly only looking out for their best interest, and we are constantly having to hold them accountable to making sure that they deliver on the promises. That's not the case of the Techie Co. at all.
- Absolutely, [Techie Co. always has our best interests in mind, not theirs]; they have been-that's been consistent with them.
- I trust them. I trust them and I trust the engineers. I think they're making – they are making the decisions not with some – they're making the decision, I think for the most part, which is best for you in their minds.

# AREAS FOR IMPROVEMENT QUOTES

*Quotes for "Makes choices / recommendations that serve their own interests sometimes, not their clients' interests"*

- The other one, other comment that received when I started here was people always really questioned whether some of the advice that Techie Co. gave was more self-serving than-let's put it that way. In more-in their-only interest than it was at-in our interest. Case in point was when we dealt with one of the integrations with the British company. They were on an Office 365 exchange plan. They didn't have a local exchange or an on-premise exchange server. Techie Co. said, "Maybe we should pull them back from Office 365 to an on-premise exchange." Even-and that happened-that all happened before I came on board. But when I was told that story, I started to wonder, why in the world would they say that, based on all the other things that I knew about that situation?
- it makes their life easier to use their fiber Telco of choice because then, they only have one person to go to. To where if I call them and say, "Brainerd is now down," they have to pull up their spreadsheet and say, "Who's this Telco provider? How do we get a hold of them? How do we escalate an outage?" Now, it's outside of what is easy for them. And they have to start thinking about what is cost effective solutions for the client versus what is easy for us. But I tell them that you got to focus on helping me get the best rate, not what's easiest for you guys.
- look it's not in Techie Co.'s financial interest to have clients go to Office 365 because they sell less server space that way. There's in a way Techie Co. has to be careful that they have to separate out the financial impact of customer decisions from the technical impact of customer decisions.
- I sometimes occasionally I worry that they're encouraging us to spend money on services that maybe we don't really need but that's really hard to say. That sometimes worries me.
- We had started off with a couple of – two or three managed servers. We then gradually increased our managed servers more and more and more, and we're running – spending a lot of money every month. And adding every server cost us a lot more money, and we were paying for users. And they helped us. And then Mickey said, why don't you rent a blade from us? Why didn't he mention that to us a while before? That would have saved us money.

# AREAS FOR IMPROVEMENT QUOTES

Quotes for "Customers feel they're sometimes being taken advantage of by Techie Co."

- everybody has felt like Techie Co. has been handed blank checks every month and they have been taking advantage of that. I'm not saying that's the case, but that's the perception and that's equally bad.
- Because over the last six months, I have told them many times when they've come back with a quote on our request, "I'll go out and hire it somewhere else." Because they're just used to saying, "<Client name> just always signs up. It's going to be cost plus 30%," or whatever their markup is.
- I feel like Techie Co. has gotten extremely liberal on pushing the billing forward. Everything they touch – they do now in quarter hour increments, and I didn't look at the building detail. I see a lot of stuff in there that – they are just doing independently. That – I'm paying hundreds of dollars, thousands of dollars for some things that kind of go on, from an overly complicated monitoring setup, or something that they have put in place.

# AREAS FOR IMPROVEMENT QUOTES

*Quotes for "Techie Co. charges high prices"*

- I'm still trying to wrap my head around in terms of where we're at in terms of cost. Cost is a little bit on the runaway track here. I report to the CEO and that was one of the things that I was immediately tasked with or people voiced, not just my boss, but other people as well. Voice concerns around price and cost of Techie Co. services.
- Some of the pricing I think it's challenging at times. I mean, it's complicated. IT systems are complicated but there's times where it just – it's either a little out of synch with the market or where they're targeting their price point to for the service they're providing it just seems a little high and or – and the other example, a little inflexible.

# LIST OF "VOICES"

The following pages provide the full list of "voices," which summarize the themes from the customer interviews. The frequency of each voice is also provided, indicating how many customers provided each "voice."

# VOICES TIED TO TECHIE CO.'S STRENGTHS

Voice	Frequency
Techie Co. is responsive	7
We wanted a partner who could grow with us	5
Techie Co. admits their mistakes	4
Techie Co. has good people	4
Techie Co. is a one stop shop for IT services	4
Techie Co. solves problems	4
Techie Co. can provide just the services we need	3
Techie Co. has our best interests in mind all the time	3
Techie Co. helps us grow and mature	3
Techie Co. is an extension of our team	3
Techie Co. works collaboratively with us	3
Having an onsite engineer is positive	3
ROI is I can buy only what I need	3
Techie Co. has a deep bench	2
Techie Co. is critical to our success	2
Techie Co. is more responsive than a large public cloud provider	2
Techie Co. is proactive	2
Techie Co. offers good suggestions	2
Techie Co. provides personalized service	2
Techie Co. thinks ahead	2
Techie Co. understands our business	2
Techie Co. works tirelessly	2
Techie Co.'s people have good personalities	2
Techie Co. stays on the forefront of technology, which helps us grow	2
Good relationship with account manager	2
Nice to know I can see Jack if I want to	2
Outsourcing to Techie Co. gets us access to a large spectrum of skills/experts	2
Techie Co. only takes on business they know they can deliver	1
Techie Co. will say when they're not knowledgeable about something	1



# OTHER POSITIVE VOICES

Voice	Frequency
Overall Techie Co. has been good	4
Techie Co. has a good reputation	2
Techie Co. has strong security measures and processes in place	2
Techie Co. listens to their clients	2
Techie Co.'s data center is impressive	2
Techie Co. balances security/process with flexibility	1
Techie Co. consistently makes improvements	1
Techie Co. has their act together	1
Techie Co. is a premium provider	1
Techie Co. is cutting edge	1
Techie Co. is easy to contact	1
Techie Co. is not arrogant	1
Techie Co. is organized	1
Techie Co. just takes cares of things for us	1
Techie Co. offers the personal relationship compared to the public cloud providers	1
Techie Co. people have good bedside manner	1
Techie Co. provides a high-level of service	1
Techie Co. shows empathy toward problems I bring to them	1
Techie Co. tells us when something is a bad idea	1
Techie Co. understands what we need to be secure	1
Techie Co. will help with anything	1
Techie Co.'s engineers are great	1
I rate Techie Co. as one of the top vendors I've ever worked with	1
I'd recommend Techie Co.	1
Long-standing relationships with Techie Co. personnel	1
My positive experiences with Techie Co. shape my beliefs in them	1
Our contact at Techie Co. is very knowledgeable and responsive	1
We have a great relationship with our contact at Techie Co.	1
We have peace of mind with Techie Co.	1
We like having the same point of contact over time	1

Techie Co.



# VOICES TIED TO AREAS FOR IMPROVEMENT

Voice	Frequency
Techie Co. does things that serve themselves sometimes, not their clients	5
Techie Co. is taking advantage of us	3
Techie Co. charges high prices	2
Techie Co. could train their service desk better on their clients' exact needs	2
Techie Co.'s storage solutions aren't price competitive with Azure	2
My Techie Co. bill is difficult to understand	2
Our account manager seems spread thin	2
Techie Co. and Foundation could communicate better	1
Techie Co. bills us for things they shouldn't	1
Techie Co. doesn't always communicate with us effectively	1
Techie Co. is not an expert at phone systems	1
Techie Co. needs to be more proactive	1
Techie Co. needs to differentiate themselves from the public cloud providers	1
Techie Co. should promote their softer side more	1
Techie Co. should separate sales from account management	1
Techie Co. should setup a client advisory board	1
Techie Co. will need to keep up with our growth and requirements	1
Techie Co.'s tenured people need to start thinking differently	1
Techie Co.'s website is pretty geeky	1
Engineers can sometimes talk too technical	1
I sometimes view Techie Co. as nickel-and-diming us	1
I'd prefer better prices vs. free summer BBQs	1
It'd be nice to have one point of contact that represents both Techie Co. and Foundation	1
NOC staff sometimes don't seem interested in talking to me	1
Service desk quality has deteriorated slightly	1
Ticketing portal is slow	1
We feel Techie Co.'s pricing and costs are out of control	1



# OTHER VOICES

Voice	Frequency
Techie Co. should stick to their core strengths	3
We found Techie Co. through a relationship	3
We pay a premium for Techie Co.	3
Techie Co. understands creative companies like ours	2
I wouldn't blindly pick Techie Co. if I were looking for a provider	2
It would be very difficult to part ways with Techie Co.	2
Our previous provider was not performing well	2
There is nothing unique about Techie Co. compared to their competition	2
There's a lot of competition for Techie Co.	2
We've outgrown Techie Co.	2
We spend a lot of money with Techie Co.	2
Techie Co. handled our office move	1
Client demands sometimes not that rigorous	1
I'd never heard of Techie Co. before this	1
It doesn't make sense for us to bring IT in house	1
My expenses with Techie Co. have grown a lot as we have grown our business	1
No formal contract exists	1
We found Techie Co. through a chance encounter	1
We found Techie Co. through word of mouth	1
We needed better HW and network service/maintenance	1
We want to better-organize our budget with Techie Co.	1
We were looking for a colocation provider	1
We were looking for a new hosting provider	1
We're a large percent of Techie Co.'s revenue	1
We're unclear on the ROI of using Techie Co.	1
We needed to replace aging hardware	1