

# Wind River Translates Customer Satisfaction to Customer Loyalty—and Better Business Results

<b>Customer</b>	Wind River, a wholly owned subsidiary of Intel Corporation, is a world leader in embedded and mobile software. Its technology is found in more than 500 million products worldwide. Wind River is headquartered in Alameda, California, with offices in more than 15 countries.
<b>Challenge</b>	Wind River wanted to use customer feedback to translate great customer satisfaction into customer loyalty—and evolve the company’s business processes to achieve even better business results.
<b>Solution</b>	MarketTools® CustomerSat™ helps Wind River achieve and maintain sky-high customer satisfaction scores—and provides the vital data the company needs to improve business processes that improve customer loyalty.
<b>Results</b>	<ul style="list-style-type: none"> <li>&gt; Customer satisfaction rates soared to 94%</li> <li>&gt; More than 100 business processes improvements based on customer insights</li> <li>&gt; Increased revenue from satisfied customers</li> <li>&gt; Survey response rates increased by more than 10X</li> <li>&gt; A greater competitive edge through outstanding customer satisfaction, validated by MarketTools CustomerSat ACE Awards in 2008 and 2009</li> <li>&gt; Employees and executives galvanized around customer loyalty</li> </ul>

## WIND RIVER



**After implementing MarketTools CustomerSat to manage their customer feedback processes, Wind River’s customer satisfaction rates rose significantly, to an overall rate of 94%.**

***“MarketTools CustomerSat is our wind sail. It gives us hard data to guide our business processes; but more than that, it gets us beyond ‘satisfying’ customers to creating true customer loyalty. The result is a better business model, higher sales, and more referrals”***

— Barry Mainz, Chief Operating Officer, Wind River

***“I wanted to know what actions we could take to transition customers from satisfied customers to active promoters. How do we make them love us?”***

— **Barry Mainz**  
Chief Operating Officer,  
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## Business Challenge

Wind River develops embedded and mobile software and operating systems that are used in hundreds of millions of devices worldwide: from smart phones and pacemakers to TV set-top boxes and digital cameras to fighter jets and commercial aircraft—even the NASA Mars Rover.

Wind River customers around the globe—companies like Apple, Hewlett-Packard, Boeing, Motorola, Mitsubishi, Siemens and Samsung—demand world-class customer support. Determined to improve the quality of its support operations, Wind River first partnered with MarketTools in 2005 to implement a customer feedback program to capture the “Voice of the Customer”, deliver hard data about customer satisfaction, and highlight areas for improvement.

Using MarketTools CustomerSat, the quantity and quality of customer feedback Wind River was able to gather increased, and the survey program provided useful operational data that guided process improvements for the technical support teams. Customer satisfaction rates soared, and today Wind River is renowned for its exceptional support by both customers and partners. The company continues to conduct, respond to, and analyze data from thousands of surveys every year.

However, Wind River Chief Operating Officer Barry Mainz was not satisfied that the company was doing everything it could with its customer feedback program. “I’d visit accounts, and I’d hear that our support is awesome but sometimes we were hard to do business with,” said Mr. Mainz. “Or I’d hear that they wanted a solution specifically designed for their industry. That’s not the kind of input that’s covered by a technical support satisfaction survey.”

Wind River also saw an opportunity to translate great customer satisfaction into even better business results. “I wanted to know what actions we could take to transition customers from satisfied customers to active promoters,” Mr. Mainz said. “How do we make them love us?”

## Solution

Wind River looked to MarketTools for assistance in transitioning their focus from customer satisfaction to customer loyalty. The goal was to understand what factors impact customer loyalty—including specific business processes, and then make the necessary improvements.

### Powerful, Flexible Customer Feedback Solution

“We wanted to make sure the ‘Voice of the Customer’ came through loud and clear,” said Jim Jones, Vice President, Customer Support—North America. Every day Wind River uses MarketTools CustomerSat to automatically email survey invitations to selected customers who have closed Technical Support Requests (TSRs) or accessed the Online Support (OLS) knowledge base. Approximately 700 invitations are sent out every month for these transactional technical support surveys. The company also conducts an Annual Customer Satisfaction Survey to assess the overall health of the customer relationship. In addition, Wind River uses MarketTools CustomerSat in a self-service mode to quickly design and conduct ad-hoc or one-off surveys whenever they need specific feedback. “These surveys provide actionable customer intelligence that we use to pinpoint what’s working and what isn’t,” Mr. Jones affirmed. “From there we can identify and prioritize issues and areas for improvement.”

### Expert Consultants Support the Development of Customer Satisfaction & Loyalty Programs

MarketTools customer satisfaction consultants helped Wind River evolve their survey questionnaires to a shorter, more focused format that provides a better customer survey-taking experience. They

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also developed new survey questions to assess customer loyalty—by asking, for example, how likely the customer is to use a service again and whether they would recommend Wind River to a colleague.

To gather more and better information, the consultants also helped Wind River expand their Annual Satisfaction Survey to include feedback not just from the engineers who called for tech support, but from senior management at the customer companies. The survey invitation list and questionnaires were reworked to collect input from C-level executives and other senior managers.

### Up-to-the-Minute Customer Intelligence

Wind River also uses MarketTools CustomerSat CRMConnect, a product that links CustomerSat data with a customer’s existing CRM and ERP platforms, to integrate customer survey information with their business intelligence system, and stream the data to internal dashboards. This integration allows them to see customer feedback in context with related customer data, delivering a constant, real-time view of important operational metrics. This information is distributed to executives, middle managers, support engineers and others with access tailored to permission level.

“We can slice and dice the data by product, by solution, by vertical, by region, you name it,” said Carl Orsi, Manager of the Office of Customer Advocacy at Wind River. “We can see the verbatim responses and answers to open-ended questions; we can analyze it all and generate reports. Our executives access the dashboard so they can see how we’re doing at any given moment, with any level of granularity they want.”

### Faster Response to Customer Feedback

The MarketTools CustomerSat solution makes it simpler for Wind River to take action on customer feedback. The system automatically generates Action Alerts when customer satisfaction scores are unusually low or when scores are unusually high. In the case of a low score, management can get involved to escalate a case or contact the customer to resolve an issue. CustomerSat also sends out “kudos alerts” in the case of a high score, so managers can reward employees for outstanding service.

## Results

### ■ Customer Satisfaction Rates Soared to 94%

After implementing MarketTools CustomerSat to manage their customer feedback processes, Wind River’s customer satisfaction rates rose significantly, and the company now holds an overall customer satisfaction rate of 94%. In the online support area alone, they were able to use customer survey data to drive major updates to their support Web site, making it much easier to find solutions—which resulted in online support customers’ satisfaction scores increasing significantly.

### ■ More than 100 Business Process Improvements Based on Customer Insight

“You don’t improve loyalty until you fix underlying problems in your business processes,” Mr. Mainz said. “And now we have the technology and the data we need to truly understand what needs fixing.” To date, Wind River has made 110 business process modifications based on customer feedback data supplied by the MarketTools CustomerSat solution. Among the improvements are a simplified licensing policy; modifications to the support process for escalating issues to engineering; and new vertically-oriented product solutions and marketing initiatives—all improved based on insights from customer feedback.

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### ■ Increased Revenue from Satisfied Customers

Wind River is taking customer feedback and converting it into real business results. With a steady stream of high-quality “Voice of the Customer” data, the company gets a clear picture of what, where, and how to improve. Customers see this responsiveness and show their loyalty in a tangible way with referrals and with expanded or repeat business.

### ■ Survey Response Rates Increased by More Than 10X

Prior to using MarketTools CustomerSat, Wind River’s response rate to Technical Support Request surveys was about 2%, and from Online Support less than 1%. With improvements made by MarketTools consultants, and with insights gathered from the CustomerSat system, today the company conducts thousands of surveys in 32 countries every year, generating response rates that run 20% to 25%—a strong metric for their technology industry customer base.

### ■ A Greater Competitive Edge

Wind River’s Customer Support Organization won the MarketTools CustomerSat ACE (Achievement in Customer Excellence) Award in 2008 and 2009, validating their outstanding performance in customer satisfaction and distinguishing them from their competitors. Customer feedback has also helped Wind River keep ahead of industry trends: for example, customer input ensured that the company was ready as Linux is increasingly adopted in the embedded and mobile software industry.

### ■ Employees and Executives Galvanized Around Customer Loyalty

In addition to delivering customer feedback reports throughout the organization, Wind River has benchmarked its pay structure to customer satisfaction and loyalty scores. Employees are motivated through recognition and perks for providing excellent service and, with their managers, are readily able to target areas for improvement.

#### About Wind River

Wind River, a wholly owned subsidiary of Intel Corporation, is a world leader in embedded and mobile software. Wind River has been pioneering computing inside embedded devices since 1981, and its technology is found in more than 500 million products. Wind River is headquartered in Alameda, Calif., with offices in more than 15 countries. To learn more, visit Wind River at [www.windriver.com](http://www.windriver.com) or [blogs.windriver.com](http://blogs.windriver.com).

#### About MarketTools CustomerSat

MarketTools CustomerSat is a SaaS Enterprise Feedback Management (EFM) solution used by the world’s leading businesses to capture, analyze, and act on feedback from customers, employees, and partners. MarketTools EFM consultants are available to help CustomerSat customers get the most out of their investment in EFM, from design of satisfaction programs to advanced analysis of survey results. Through the use of comprehensive analytic tools, action management technology, and the expert knowledge of customer satisfaction consultants, MarketTools helps clients optimize satisfaction and loyalty programs that deliver high-value business impact. For more information, please visit [www.markettools.com/customersat](http://www.markettools.com/customersat).

#### About MarketTools, Inc.

MarketTools is the leading provider of software and services for Enterprise Feedback Management (EFM) and Market Research. The company is focused on providing leading organizations the actionable customer insights they need to make better business decisions that lead to high-value business impact. As the first company to make online surveys widely available on the Web, MarketTools continues its market-leading position by providing the broadest range of powerful, accurate and integrated customer insight technologies that empower companies to become the most customer-centric organizations in their industries. MarketTools’ premier portfolio of technology-based insight brands includes CustomerSat™, MarketTools.com™, TrueSample®, Zoomerang®, ZoomPanel® and ZoomPanel Tech™. MarketTools is a privately held company with corporate headquarters in San Francisco and European headquarters in London. For more information, please visit [www.markettools.com](http://www.markettools.com).

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