

WIND RIVER

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Barry Mainz, Vice President,
Worldwide Customer Operations
Wind River



CUSTOMERSAT'S

FACT-BASED CUSTOMER INTELLIGENCE

PROPELS WIND RIVER'S PERFORMANCE AND LOYALTY

“**W**hen a helicopter or jet aircraft is idling on a runway and can't take off because of a software bug, that's mission-critical,” said Barry Mainz, Wind River's Vice President of Worldwide Customer Operations. “We simply can't keep these guys waiting for technical support.”

Wind River software is embedded in flight control devices which power helicopters, fighter jets, commercial aircraft, even the NASA Mars Rover. Wind River technology is embedded in automobile anti-locking brake systems and nerve gas detection systems. Its VxWorks operating system is a crucial component in Raytheon's FAA-certified safety-critical Wide Area Augmentation System, in Boeing flight avionics, and the control systems in BMW's auto manufacturing facility.

With mission-critical situations like these, it's obvious that the satisfaction of their customers and the quality of their support are critical to the company's continued success. Wind River depends on the

ABOUT WIND RIVER

WIND RIVER IS A GLOBAL LEADER IN DEVICE SOFTWARE OPTIMIZATION. ITS TECHNOLOGY POWERS A BROAD RANGE OF DEVICE EMBEDDED IN LARGER DEVICES.

INDUSTRY LEADERS LIKE APPLE, CISCO, HEWLETT PACKARD, BOEING, LOCKHEED MARTIN AND MOTOROLA USE WIND RIVER OPERATING SYSTEMS AND MIDDLEWARE IN MORE THAN 300 MILLION DEVICES.

WITH CORPORATE HEADQUARTERS IN ALAMEDA, CA AND OFFICES IN 16 COUNTRIES, WIND RIVER SERVES A WIDE SPECTRUM OF DEMANDING MARKET SEGMENTS: AEROSPACE & DEFENSE, AUTOMOTIVE, INDUSTRIAL, NETWORK INFRASTRUCTURE AND CONSUMER MARKETS.

CustomerSat
Profit from Customer Feedback™

CustomerSat Enterprise™ system for accurate, dependable customer intelligence they can use in real time to keep their products and support on course, and help ensure their customers around the globe are satisfied, loyal and safe.

FROM PASSIVE TO PRO-ACTIVE

Customer satisfaction surveys from a previous vendor took a “self-service” approach, said Carl Orsi, Manager of the Office of Customer Advocacy at Wind River. “Our CRM software would send an email to a client saying their trouble ticket had closed. Part of that message was an invitation to take a survey. But that message was basically lost.”

Few customers took the initiative, Orsi said. “Our response rate was abysmal. About 2% from our post-TSR (Technical Support Request) contacts, and maybe 1/1000 of 1% from online support.” Survey results took weeks. “We were simply not getting the quality or quantity of feedback we needed to drive operations in a way that would add value to the company,” Orsi said. “Plus, we were missing all kinds of insights and issues our customers had.”

VOICE OF THE CUSTOMER

“We wanted to hear the Voice of the Customer loud and clear,” said Orsi. So Wind River began looking for a new survey and analysis partner who would provide more than just surveys. They demanded a total solution to their customer intelligence needs, a solution that would:

- > Boost response rates
- > Improve quality and quantity of customer feedback
- > Measure and increase customer satisfaction and loyalty
- > Speed response times
- > Deliver intelligence that would improve their services and products.

In addition, Wind River demanded a survey partner who could deliver:

- > Expert guidance on survey content and wording of questions
- > An automated way to ensure follow-up within Wind River
- > Easy distribution of data throughout the company.

In their highly competitive market, “better customer feedback was urgent,” said Tracy Williams, WCO Operations Director.

CustomerSat Enterprise was chosen to measure Wind River's customer satisfaction and loyalty. A leader in real-time, multi-channel customer feedback solutions, CustomerSat provided the user interface, advanced technology, statistical smarts and experience that made the choice easy. “The value was clearly there,” said Mainz.

With its advanced survey and analytics system, and comprehensive professional and knowledge services, CustomerSat had already helped companies such as AMD, Ariba, BellSouth, Canon, Digital Insight, Honeywell, Salesforce.com, VeriSign and WebEx.

“OUR OVERALL CUSTOMER SATISFACTION SCORE IMPROVED BY A FULL POINT ON A TEN-POINT SCALE.”



PEOPLE, PROCESS, TECHNOLOGY, LOYALTY

Wind River needed to address a number of business issues surrounding customer satisfaction, Mainz said. “We wanted to know how our customers felt about our people, our support engineers. Did our processes meet their expectations? How happy were they with our technologies, our products? How loyal were they?”

When Mainz joined Wind River in 2005, he found little hard data and few answers to these questions. “From talking to sales reps as well as new and existing customers, it was evident that the market was changing. So were the expectations for support in the DSO market. Our first goal was to find out how our customers perceived us and what their expectations for support were.”

BASELINE SURVEY

CustomerSat began by designing and implementing a baseline survey of existing customers. This would tell Wind River how they were currently perceived by their customers, and where they could improve. The survey would also establish benchmarks against which to measure future improvements.

Q #	Question Text	[N]	Mean Score	Top One	Top Two	Top Three
23	Courtesy and professionalism of Customer Support Engineers	250	8.60	36.0%	62.8%	83.2%
8	Courtesy and professionalism of Licensing Agent	63	8.57	34.9%	57.1%	84.1%
22	Customer Support Engineer's knowledge of Wind River products	238	8.32	30.3%	53.8%	77.3%
21	Technical skill of Customer Support Engineer	246	8.22	30.9%	52.0%	72.8%
24	Proactive communication of problem status	248	8.15	28.2%	53.2%	75.8%
9	Proactive communication of licensing issue status	59	8.02	30.5%	50.8%	69.5%

The initial survey also included loyalty questions. Participants were asked how likely they were to:

- > Continue using Wind River products and services
- > Renew their current contract
- > Make additional purchases
- > Recommend Wind River to others

Survey results would help managers make decisions on future actions, ongoing improvements to increase customer satisfaction.

Before the initial survey, feedback was not part of the company's DNA. “People cared deeply, but lacked the means to receive feedback and act on it,” Mainz admitted. “We didn't know where to focus, what levers to pull, or where to point our guns to increase customer satisfaction. We didn't know what we didn't know, but we knew we could do better.”

FEEDBACK GENERATES KEY INTELLIGENCE

“CustomerSat brought tremendous expertise to the task of designing the survey, developing the right questions and maintaining a logical flow,” Williams said.

“We were really impressed with the response rate—over 25%,” Mainz added. “That was tremendous.” Orsi agreed, adding that the improvement in response was especially dramatic, “when you consider the type of customer we have. They usually don't want to be bothered.”

The initial survey, launched in Q3 2005, yielded a mountain of useful operational data. The results revealed that customers generally liked Wind River's technology, enjoyed working with their people, and wanted them to succeed. But customers pointed to several places for improvement. Mainz likened it to “death by a thousand paper cuts.” It wasn't one or two big things we could improve, he said, but a lot of little things.

One area the survey pinpointed was their online support site's search and knowledge management capabilities. “We discovered we needed to make finding solutions much easier. We have since made major changes, which have resulted in our online support customers satisfaction scores increasing 55%.”

CUSTOMER COMMENTS DRIVE ACTION

The survey also harvested hundreds of verbatim customer suggestions and ideas on a wide spectrum of topics, including Wind River products, software and support.

Date	Text Response
02/27/2006	Sharat did a great job and was very helpful with my many follow up questions.
02/27/2006	Keep up the great work.
02/21/2006	As always, Jennifer to did great job of getting our problem addressed & resolved.
02/22/2006	I would like to say that Mr. Thomas (TJ) Meiser, the customer support engineer I dealt with, was extremely helpful, timely and a pleasure to deal with.
	Additionally, about two weeks ago, I had occasion to deal with Mr. Peter Leucher of your Support Solutions group in Ottawa, ON, Canada. He, also, demonstrated the same, high quality customer interface skills as did Mr. Meiser.
	In the past two months, I've dealt with approximately 10 different vendors of embedded software and hardware and I can tell you that WindRiver's responses have been head and shoulders over most.
	Thanks for the great service.
	Best Regards, Ed Oei
05/22/2006	The Wind River Support was excellent! Even the problem was my fault, the problem was solved within the same day. great!
05/22/2006	Our first request did not get any answer, but our second demand was fulfilled once and help us greatly, even if it did not reply any expertise from WindRiver.
02/27/2006	great job
02/27/2006	Vicky Knight was the greatest! Very happy with her. My one complaint (with your process) was that it took so long to get an acknowledgement after our initial question was submitted.
02/27/2006	great work like
02/27/2006	Regarding this specific issue, I understand that the support engineer had to get a lot of info from development team. And he did it in time. However the info I got was like abstract and hoping the end user will understand fully (usually the case when come from development team). My point is that the customer support engineer when gets such info from the development team should really go through that completely so that he can give a complete solution to the end user, me. In this case case I had to ask him some questions on the solution couple of times and I had to wait till he get back from developer. Overall the response to my TSR was great but this is area of improvements.

Customer comments are promptly reviewed by managers at all levels.

Comments are divided into “product” and “support” categories, and are acted on immediately to fix the issues. Customers are delighted with the company's responsiveness.

Wind River also improved the efficiency of internal business processes. One comment prompted a new procedure for

processing software license validations. That single improvement reduced the time it took to route questions to engineers by 20%.

“Our overall customer satisfaction score improved by a full point on a ten-point scale,” Mainz smiled. “That's a lot.”

BLACK AND WHITE DATA

Most important to Mainz was the fact that customer feedback was “fact-based,” not anecdotal. He wanted hard data, observed, measured and statistically valid.

“SURVEYS REMOVE THE EMOTION, GUESSWORK AND HUNCHES... YOU GET SOLID DATA TO ANALYZE.”

“Surveys make things very black and white,” he explained. “They remove the emotion, guesswork and hunches. Instead, you get solid data to analyze. That’s the first thing you need to make changes and improve. We can trust our survey data. It’s solid.”

ONGOING SURVEYS, CONTINUOUS INSIGHTS

Wind River supports its customers in two ways:

- > **Technical Support Requests** (TSRs) Engineers deliver “live” support by phone, email and online chat.
- > **Online Support** (OLS) Customers “do-it-themselves,” searching the company’s Knowledge Base for answers.

Ongoing surveys measure user satisfaction with both types of support. Within hours of their transactions or cases closing, customers are invited to provide feedback about the quality of their support experience. Wind River surveys are currently deployed in thirty-two countries, in English and Japanese.

Every night, the CustomerSat data center receives secure data feeds of all of that day’s closed support calls and Knowledge Base accesses (identified via login). Customers selected from these feeds are emailed invitations to participate in the online surveys. So-called “touch rules” automatically limit contacts with any particular individual to once every 30 days.

These surveys provide a stream of up-to-the-minute customer intelligence which Wind River executives slice, dice and utilize in their forward planning. Logic built into each CustomerSat survey inserts or skips survey questions, depending on the nature and details of each support experience. For example, if a support call is escalated to a second-tier support engineer, the survey asks additional questions. If the call is not escalated, those questions do not appear.

The surveys ask only questions pertinent to that customer’s most recent support encounter. This keeps surveys brief, reducing the time it takes to complete one, and demonstrates that Wind River doesn’t waste their time.

RIDING THE DATA WAVE

Managing a wave of incoming customer feedback, and incorporating it into their daily business operations, could have been a headache for Wind River. Instead, it was easy.

CustomerSat Enterprise automatically distributes critical data throughout Wind River to executives, middle managers, support engineers and others, with access tailored to their permissions.

A wide range of interactive, real-time analytics, metrics, and verbatim intelligence is presented in visual, appealing formats. These include quad charts, trend lines, apostle modeling, means scores, frequency counts, and others. CustomerSat search capabilities make finding relevant comments easy.



ACTION ALERTS MEAN FAST FOLLOW-UP

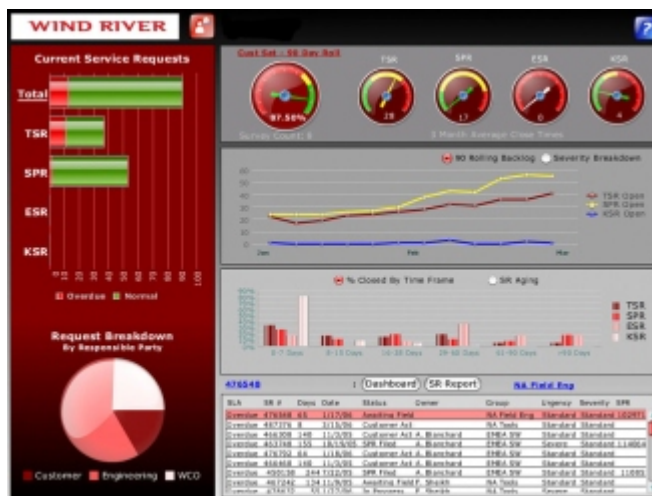
Real-time action alerts are automatically sent to the appropriate manager whenever scores fall below a company-set level. Alerts can be delivered to laptops, desktops, Blackberries and cell phones, enabling reps to respond quickly to customer concerns. “Action alerts are one of the best things about the CustomerSat system,” Orsi said.

This responsiveness has been well received by Wind River's longtime customers. “They realize that we really are reading their responses and taking immediate action. That's been very positive,” said Orsi.

Williams agreed. “Responding to a low score with a quick call from a manager goes a long way toward increasing customer loyalty and good will.”

VISUAL DISPLAYS OF REAL-TIME DATA

The survey delivery process is automated and fully integrated. Customer responses are fed into Wind River dashboards — desktop interfaces which organize and present support information in a compact, easy-to-read way, similar to a car's instrument panel.



When a customer calls or emails for assistance, Wind River support engineers have complete access to the customer's past surveys and comments.

“Our dashboards display operational metrics on closure rates for TSR, escalations, key requests, bugs, and many others,” Mainz explained. Executives slice and dice the data streams in many different ways. For example, they track global accounts separately from non-global accounts, and then further divide them by

region. They track metrics by product, type of call, individual support engineer, and so on.

“We have a constant, real-time view of important operational metrics,” Mainz said, including rolling backlog, severity and aging. “Overall customer satisfaction is a key metric — in fact, it's the biggest dial,” Mainz said. A rolling average of 365 days worth of overall customer satisfaction data is updated daily.

Because the dashboards display live data, it takes just a mouse click to drill down and scrutinize details.

Wind River dashboards are utilized at every level of the organization, from the CEO to individual contributors. Each dashboard allows access to certain data, depending on the level of the user's permission and the data's relevance to their job performance. The higher up the org chart, the more data is accessible.

Individual support engineers have portals that allow them to review their own scores. They can drill down and see exactly how long they're taking to close TSRs, read comments and

review other parts of their customers' surveys.

They can see exactly how they were rated by the people who contacted them for support. This helps them see their strengths, where they need to improve, and whether their performance is trending up or down. A powerful tool for self-guidance and self-teaching, it's also useful for managers striving to improve performance across their departments. "Our dashboards have raised the bar across our entire organization," Williams observed. "We've seen some very positive results in terms of responsiveness and execution focus."

"Our customer satisfaction approach was a 'chocolatey mess' before partnering with CustomerSat," Orsi said. "Now we have much greater awareness of all the important metrics."

REAPING THE REWARDS

All three Worldwide Customer Operations Group executives agreed: Wind River has enjoyed tremendous benefits since it engaged CustomerSat in July, 2005.

As Manager of the Office of Customer Advocacy, Orsi is pleased how customer feedback is driving their expanded Voice of the Customer/Voice of the Market program. "CustomerSat's approach raised our level of professionalism a hundredfold, and the customer response has been just as impressive. Now our customers realize that we really do want to hear from them, and that their feedback will be acted upon."

Customer loyalty, sales and renewals have been impacted too, said Williams. "On our quarterly business reviews with all our major customers, we now bring along a CustomerSat report specific to them. If a manager complains about the quality of our support or the price, we can respond, 'Well, that's not what your engineers think' and review the actual report with them. It lets us have a fact-based conversation."

Mainz added, "It delivers a clear vision into which things you can change and improve as a company. You discover what really matters to each customer. If you're not using this kind of tool, you're not taking advantage of all the intelligence that's out there."

Without fact-based customer feedback, Mainz said, "You can't prioritize where you should spend your time. You can't know what's really important to your customers." Just because you think you've fixed a problem, he said, doesn't mean they think it's fixed.

FACING THE FUTURE

CustomerSat Enterprise is helping Wind River retain valued customers and build stronger relationships. At the same time, the feedback has driven internal changes, streamlined business processes and made them more responsive to customer needs.

Feedback is even looping back into Wind River's project management, exerting a positive influence on product development.

Like most companies, Wind River realizes that support can set you apart. "Some of our competitors have slipped in that area and are now paying the price," Orsi said. "We're also moving into some areas, like Linux, where support is the major marketing differentiator. We're striving to be the best we can in that area. That helps us gain market share and become more profitable."

Accurate customer intelligence helps Wind River spot trends sooner, see strengths,



weaknesses and opportunities. For example, Wind River is embracing Management by Objectives, in which employee compensation and incentives are based, in part, on customer satisfaction scores. CustomerSat surveys are powering that change, Williams said, by providing the hard data needed to measure improvement and results.

Customer intelligence has also had an impact on a major project. "We're about to kick off a \$500,000-\$750,000 revamp of our online self-service support offering," Williams said. "The executive decisions to fund that initiative have been driven in no small measure by the results we've received from CustomerSat."

"IT'S A GREAT PRODUCT AND IT WORKS."

Wind River's partnership with CustomerSat "has really helped us a lot," Mainz said. Customer feedback has fundamentally altered Wind River's DNA, driving real and lasting change. It is now so ingrained, Mainz said, that they won't modify any support processes until they have reviewed relevant customer feedback.

"I think it's a mistake not to measure, in an analytical and formal way, how your customers view your company and how they feel they've been treated," Mainz added. "I would definitely recommend it. It's a great product and it works. It helps us."

"It's lived up to every expectation that I had," echoed Orsi. "CustomerSat has been extremely responsive. They're very easy to deal with."

"Every time we call their research consultants, they jump through hoops to deliver just what we need," Mainz said. "From my perspective and that of my team, the relationship has been rock-solid."



ABOUT CUSTOMERSAT

CustomerSat is the leading provider of enterprise solutions for measuring, analyzing, and managing enterprise-wide action responding to real-time customer feedback. With advanced technologies and proven market research techniques, CustomerSat solutions have helped companies such as AMD, Ariba, BellSouth, Canon, Honeywell and VeriSign, take timely action to address customer opportunities and concerns and build high customer retention and profitability.



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