

Customer and Partner Experience: Increasing the Satisfaction of Microsoft Customers and Partners

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Executive Summary

At Microsoft, achieving a high level of satisfaction among our customers and partners around the world is a core component of our business, and it is critical to our continuing success as a global leader in the technology industry.

In 2002, Microsoft launched the Customer and Partner Experience (CPE) strategy, a unified framework designed to engage every Microsoft employee in a companywide effort to improve the satisfaction and overall experience of Microsoft customers and partners.

As part of this strategy, we conducted extensive benchmarking research and uncovered a set of critical success factors among satisfaction leaders:

- **CPE Culture of Accountability**—All employees, including senior executives, are held accountable for the ongoing success of CPE. More than 60 groups across Microsoft, including each of the worldwide areas, now develop and implement their CPE plans based on a central strategy. They are assisted by more than 300 CPE professionals worldwide. And our top executives' bonus plan is heavily influenced by the net satisfaction of our customers and partners.
- **Effective Listening and Responding**—Customers and partners look for secure, reliable and enriching computing experiences. While our Customer and Partner Satisfaction Survey (conducted twice a year) is our main point of reference for understanding broad trends in customer and partner satisfaction, it is only one of the ways Microsoft listens to customers and partners. We also listen through additional surveys, usability studies, research, product feedback technologies, and online feedback options. For example, the Microsoft Connect Web site (<http://connect.microsoft.com>) is an active community of more than 1.3 million registered users with a direct effect on Microsoft business processes, services and product design.
- **Product Value and Innovation**—Over the past three decades, Microsoft has led the world in creating innovative technology products that have transformed the way people work, learn, play and communicate. Today, we understand the importance of closely aligning our company culture of product innovation with the needs of our customers and partners, and our ability to listen and respond to them. Customer and partner feedback is integrated throughout the product development process—helping us build true value into every product we make.



"Behind the leading brands are companies that really know their customers."

Steve Ballmer
Chief Executive Officer
Microsoft Corporation

Microsoft continues to support and extend the CPE strategy to help improve our products. New developments in Windows 7 build on important progress made in the security and interoperability of the Windows Vista® operating system.

In the current global economy, cost savings is top-of-mind for most customers, and is of primary importance in terms of providing value and innovation. In the words of Kevin Turner, chief operating officer of Microsoft, "In tough times customers are only going to spend money with those people who solve problems, and those people that they trust."

Microsoft develops software that increases efficiency and network optimization, leading to cost savings. To review case studies that feature cost savings for our customers, visit www.microsoft.com/casestudies.

Microsoft prioritizes our CPE focus, responding to key feedback themes that emerge through our listening systems and building ways to proactively anticipate customer issues. In 1998, we launched the first Customer and Partner Satisfaction Survey—a regular survey conducted by third-party research firm Ipsos Loyalty and each year to find out exactly what customers and partners think about our products and performance. After some initial challenges, our survey results improved steadily between 2002 and 2006. Then, after a two-year period of maintaining consistent levels of customer and partner satisfaction, our latest survey results show that satisfaction with Microsoft improved again over the last year.

Bottom line, our goal is to give our customers and partners the best end-to-end experience possible and to be a satisfaction leader in the technology industry. The better we are at building a culture of accountability, listening and responding to customers and partners, and improving product quality and security through continuous innovation—the more we will satisfy our customers and partners, and the closer we come to our ultimate goal.



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