

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

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The Customer and Partner Priority

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

We do business in more than 100 countries/regions in dozens of languages. Our customers range from individual consumers and small businesses to nonprofit organizations and the world's largest governments and corporations, and their satisfaction is vital to Microsoft. Our success as a company also depends on our relationships with more than 640,000 independently owned and operated partner companies.

These organizations resell Microsoft technologies and provide related services for about 160 million customers, from the smallest entrepreneurs to the largest global enterprises. They use Microsoft products to develop their own applications and technology solutions for customers, creating additional demand for our products. In fact, partners generate 95 percent of our revenue.

To continually and systematically improve the satisfaction of customers and partners, Microsoft relies on a global **Customer and Partner Experience (CPE)** strategy. CPE is a unified, company-wide framework designed to improve overall satisfaction with Microsoft, which strengthens our market position and helps promote long-term success in our industry.

The Evolution of CPE at Microsoft

At Microsoft, we have always focused on customer and partner feedback. Our **Customer and Partner Satisfaction Survey**, conducted by a third party and completed twice each year, gives us rich insight into customer and partner perceptions, and helps identify areas for improvement. In the late 1990s, our survey results showed that customer and partner satisfaction was not as high as we wanted it to be.

The next five years were a particularly difficult period for the information technology industry, during which Microsoft faced an antitrust lawsuit initiated by the United States Department of Justice. Additionally, the dot-com bust created a climate of economic uncertainty for technology companies worldwide, and the rise in availability of open-source software and other technology



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

Steve Ballmer
Chief Executive Officer
Microsoft Corporation

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innovations intensified the competitive environment. Satisfaction numbers in our third-party survey continued to decline, and action was necessary.



"Our relationship with our customers has to go beyond what we've ever had in the past. We must continue to improve our customer service so we earn the status of a 'trusted adviser' in the eyes of our customers. This will happen when we consistently surpass their expectations."

Kevin Turner
Chief Operating Officer
Microsoft Corporation

In 2002, Microsoft identified global leaders in customer, partner, and employee satisfaction and conducted extensive benchmarking research to learn more about the policies, processes, and traits that enabled them to inspire such loyalty. The study uncovered a set of critical success factors that were common to the top satisfaction leaders whose businesses are most relevant to ours: a culture of accountability to customers and partners, effective listening and responding, and broadly perceived product value and innovation. That year, senior executives and leaders throughout Microsoft unified all customer and partner initiatives into our global CPE strategy. Following the launch of our CPE strategy, customer and partner satisfaction steadily improved each year.

Microsoft has continued to support and extend our CPE focus, responding to key feedback themes and building ways to proactively anticipate customer issues. Over the past few years, many of our major product releases—including Windows 7, Microsoft Office 2010, Internet Explorer 9, and Bing—have emphasized customer-focused design by taking into account large volumes of feedback from customer listening systems and beta users. Our latest survey results show that satisfaction with Microsoft has improved significantly over the past two years.

CPE Culture of Accountability

Direct responsibility for the day-to-day execution of the CPE strategy across the company is shared by Kathleen Hogan, corporate vice president of Microsoft Services; Carl Tostevin, general manager of Customer and Partner Engineering Services and Customer and Partner Experience in the Microsoft Business Division; and Rich Kaplan, corporate vice president of Customer and Partner Advocacy. They are supported by CPE executive sponsors Kevin Turner, chief operating officer, and Kurt DelBene, president, Microsoft Office Division.

Turner, a former Wal-Mart executive, and Hogan, who was a partner in the consulting firm McKinsey & Co. in Silicon Valley, were recruited partly because the companies that they were working for had demonstrated an ability to develop and maintain strong customer and partner loyalty.

Responsibility for CPE doesn't stop with the executives in charge of the strategy. Employees, including senior executives, are held accountable for the ongoing success of CPE through annual objectives and performance evaluations that encourage a strong customer and partner focus. Compensation for key groups of top executives is influenced by the net satisfaction of Microsoft customers and partners.

In addition, 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 by the Microsoft Rhythm of the Business process, which requires regular plan reviews across common key performance indicators and metrics.

Listening and Responding to Customers and Partners

At Microsoft, paying close attention to the needs of our customers and partners makes it possible for us to deliver better products, programs, and services. Although the Customer and Partner Satisfaction Survey is our main point of reference for understanding broad trends in satisfaction, it is only one of the ways that Microsoft customers provide us with important feedback. Through our Enterprise Customer Satisfaction Survey, product satisfaction surveys, usability studies, online feedback forms, product feedback technologies, and research forums, our customers and partners volunteer a wealth of information and insights that have a direct effect on Microsoft business processes, products, programs, and services, and product design.

Cross-Company Listening Systems

Microsoft uses customer and partner feedback to help shape our programs, inform systemic changes, and mitigate future customer issues. We work hard to provide the right level of information and appropriate support to each of our customers and partners.



"Microsoft is evolving as a business. In addition to our focus on product innovation, we have implemented strategies that make customer experience central to the way we do business. In particular, our broad listening systems allow us to improve our responsiveness and build customer focus into products, services, and processes that impact satisfaction."

Rich Kaplan
Corporate Vice President
Customer and Partner Advocacy
Microsoft Corporation

The **CPE Top Issues** process is an internal system that helps Microsoft listen and respond more effectively to customers. Top Issues drives company-wide awareness, prioritization, and accountability for the resolution of broad, systemic issues. The process identifies key issues that have broad or deep impact, and it ensures accountability for resolution or mitigation. Issues are identified in part by analyzing customer and partner insights that are submitted by employees across the company.

Another example of a broad company listening system at Microsoft is our **global issue management and advocacy service**, which handles feedback from Microsoft field teams as well as partners. Since 2003, our global Customer and Partner Advocacy teams have managed more than 1 million customer and partner issues, resolving most to the customer's satisfaction and driving systemic improvements across Microsoft business divisions. Although the teams focus on solving individual customer issues, they are also chartered with advocating for changes to our business that will result in preventing customer issues and improving customer and partner experience.

Building Relationships

The ability to build and strengthen our customer and partner relationships is a critical success factor in maintaining a customer-centric culture at Microsoft. In one-on-one conversations with many of our leading customers and partners, we establish **Conditions of Satisfaction**, which define customer and partner needs and outline how they want to do business with Microsoft. Conditions of Satisfaction are then managed as a cornerstone of our customer and partner relationships to help develop and maintain a high level of satisfaction. Over the last year, Microsoft has also specifically focused on improving the account transition experience for managed partners who are moving from one Microsoft account manager to another.

The core of the Microsoft business model is a strong global network of partner companies that provide technology and services to customers. In 2009, we realigned our award-winning traditional partner program to address customer and partner feedback and formed the **Microsoft Partner Network**. The network provides resources to help partners forge deeper connections with customers, with Microsoft, and with one another. It is also designed to provide opportunities for partners to build capabilities, differentiate their unique expertise, and connect through communities so that they can better serve customers.

In March 2011, global research firm IDC issued a [white paper](#) that validates the substantial opportunities and benefits available through the Microsoft Partner Network. The Microsoft-commissioned IDC report reveals that the modifications made to the Microsoft Partner Network equip Microsoft partners with the training, resources, and support they need to be well-positioned in the competitive IT marketplace, both with the current lineup of Microsoft products and in the cloud.

“Microsoft does an excellent job of providing great products for partners to work with, as well as effective sales, marketing, and training resources. And the number of Microsoft partners working together is growing. The result is that the Microsoft ecosystem has achieved impressive results and has a very bright future,” said Darren Bibby, program vice president for IDC Software Channels and Alliances Research.

To further encourage our partners to help improve customer experiences with Microsoft, we established special awards as part of the **Microsoft Partner Network**. The annual **Customer Experience Awards** recognize partners’ outstanding customer service and skill in demonstrating their understanding of customer needs. These awards honor partners’ ingenuity in developing creative approaches to resolving customer issues.

Online Support, Self-Help Solutions, and Communities

Microsoft online web properties and communities are integral to our ability to engage with an expansive customer base. Online support offerings, self-help and automated solutions, and professional and support communities help provide customized experiences and resources to customers ranging from IT professionals and developers to small businesses and consumers.

Online Support and Self-Help Solutions

Representing one of the largest support networks in the industry, **Microsoft Support** delivers support to customers around the world 24 hours a day, 7 days a week. Microsoft Support manages more than 3 billion Microsoft customer and partner interactions annually. Although most incidents are resolved online, Microsoft Support representatives service 30 million customer phone calls and 1 million commercial phone calls each year. In addition, Microsoft Support teams work on-site with many of our enterprise customers.

The [Global Support Services \(GSS\)](#) website is our main self-help portal worldwide. The GSS has a knowledge base of more than 250,000 articles, with 1 million unique user sessions each day in the United States alone.

In recent years, Microsoft customers have requested more self-help options and online engagement. In response to this feedback, Microsoft launched an online self-help support option originally called **Microsoft Fix it**, which provides one-click solutions to common customer



“The voice of the customer influences everything we do at Microsoft. Our focus is to provide world-class customer support and to be number one in customer satisfaction. We want to continue to deliver great service to our customers, whether they get that service online, on the phone, in person, or through a community of experts.”

Kathleen Hogan
Corporate Vice President
Microsoft Services
Microsoft Corporation

issues such as product installation problems and missing or corrupted files. Microsoft has since enhanced the Fix it support offering by launching the [Microsoft Fix it Solution Center](#). This site gives customers access to a complete support experience providing more than 500 automated fixes, customized self-help recommendations, and escalation to Microsoft support professionals for assisted support if it is required. The Fix it Solution Center has already delivered more than 156 million solutions to customers. Of these customers, more than 95 percent have used Fix it to successfully resolve their issue without needing further assistance.

Support Communities

Microsoft customers and partners have also asked for more online community-based resources. In December 2008, we responded to this feedback by launching [Microsoft Answers](#), our first consumer-focused online support community. Microsoft Answers invites users to get help from other users, software enthusiasts, and Microsoft technical experts on issues with Windows, Microsoft Office, Microsoft Security Essentials, Internet Explorer, and more. To provide an easier-to-use, more engaging community, we updated the site in February 2011. The changes included an improved search function to help customers find answers quickly, an easier-to-use process for asking questions, and a new reputation system that more effectively recognizes the contributions made by the site users. Community members can indicate which responses answered their questions and they can specify which responses they consider particularly helpful.

Microsoft Answers has more than 14 million unique users each month. Since the site's launch, customers have received about 700,000 answers to their questions—more than 60 percent of which have been generated by members of the Microsoft Answers user community. Currently the site is offered in 23 languages worldwide.

As Microsoft continues to improve our online communities and self-help offerings, customers can also find answers to their Windows and Microsoft Office questions by following the official Twitter account for Microsoft Customer Service, [@MicrosoftHelps](#). The @MicrosoftHelps team consists of experienced Customer Service agents who monitor questions and respond in real-time tweets on the subject. The @MicrosoftHelps team tweets Monday through Friday from 7:30 A.M. to 5:30 P.M. Pacific Time.

Professional Communities

Microsoft also relies on its established online community channels, such as **Microsoft Connect**, a feedback platform that makes it possible for customers and partners to interact directly with Microsoft developers and product managers. As a result of this direct interaction, more comprehensive feedback reaches the product teams more efficiently—helping us build better products.

The [Microsoft Connect](#) website is an active community with more than 2.7 million registered users. It facilitates engagements between Microsoft product groups and their customers. Through these interactions, Microsoft Connect receives approximately 7,000 bugs or suggestions each month—typically on pre-release products and services. Nearly every major business group in the company has a presence on Microsoft Connect, with more than 3,000 programs currently hosted on the site (including betas, technology adoption programs, and customer advisory panels) and more being launched every day.

Another one of our established professional communities is the **Microsoft Most Valuable Professionals (MVPs)** program. A Microsoft MVP is a technical expert from outside the company who is valued for his or her expertise in one or more Microsoft products. Through their participation in online communities, user groups, and technical conferences, MVPs share their knowledge with other Microsoft customers and partners, and they provide the company with valuable feedback that helps us develop better products and improve customer and partner satisfaction.

"MVPs have a tremendous impact on Microsoft customers and technical communities worldwide, and their passion for technology is inspiring.

"Their commitment to helping customers optimize their use of Microsoft technologies is key, as is the feedback they provide, which is vital to product development and R&D."

Steve Ballmer
Chief Executive Officer
Microsoft Corporation

There are more than 4,000 MVPs in more than 90 countries/regions worldwide, representing nearly 40 languages and providing expert advice on approximately 90 different Microsoft technologies. The MVPs, who answer millions of customer questions annually, contribute to the development of almost every new Microsoft product. Over the past year, the program has evolved to recognize community contributions in Microsoft cloud technologies. MVPs have helped educate customers about Microsoft cloud products through channels such as the [MVP Award Program Blog](#), and they provide an important community voice in the Microsoft Developer Network (MSDN), TechNet, and Microsoft Answers.

In addition, to encourage broad customer connection with Microsoft, we reach out proactively to developers and IT professionals worldwide through on-site seminars, the Microsoft.com website, and online newsgroups and workgroups. This helps create a global electronic community. The [Microsoft Developer Network \(MSDN\)](#) and [TechNet](#), two other good examples of online community building, strengthen our relationships with our more technical customers and partners. Approximately 6 million technical professionals from around the world visit the MSDN and TechNet websites each month.

The in-depth **MSDN developer program**, an essential online resource for software developers, helps Microsoft customers and partners succeed in today's global marketplace. Through MSDN, Microsoft communicates with developers worldwide to give them useful and up-to-date information on how to build solutions by using Microsoft technologies. MSDN provides

developers with resources such as tools, technical programming information, sample code, documentation, technical articles, and reference guides.

On the **TechNet** website, IT professionals can get information to help them plan, deploy, troubleshoot, maintain, secure, and support their Microsoft technology investments. They can access the latest security bulletins, tools, product documentation, TechCenters, Microsoft Knowledge Base articles, the Security Center, and the Script Center. Through TechNet, IT professionals also can find learning resources, including e-learning, virtual labs, newsletters, webcasts, and classroom training information.

Other Product Listening Systems

Our efforts to continuously improve product quality and security also include product-based technologies such as **Windows Error Reporting** and the [Customer Experience Improvement Program](#). These let customers provide real-time feedback about their experiences with Microsoft products. These different feedback options help Microsoft and our partners understand how our products perform in various scenarios, making it easier to resolve bugs, prioritize content for service packs, and identify desirable features for future product releases.

The **Windows Feedback Panel** is a popular United States-focused research program that helps us understand problems that users encounter with the Windows operating system. Users can opt to participate in the Windows Feedback Panel by agreeing to install Microsoft instrumentation software on their computers and to participate in various research activities. The program integrates data from a number of feedback sources, including instrumentation, surveys, logs kept on panelists' machines, and applications written to gather specific information. The data is combined to provide a comprehensive description of the state of each panelist's computer and information about their use of Windows. Because each panelist is uniquely identified (with their permission), we are able to collect additional information, ask follow-up questions, and discuss specific issues with the customer as needed.

Another one of our voluntary customer feedback systems, called **Send a Smile**, was designed and developed by the Windows and Windows Live User Experience research team to capture customers' "Love it!" and "Hate it!" moments with Microsoft products during the development cycle. The Send a Smile user interface, which runs on customers' computers, consists of two icons: a smile and a frown. Customers simply click the smile to send positive feedback or the frown to send negative feedback. The system records the user's task and provides a place for a written comment. This feedback is then uploaded to Microsoft, where it's tagged, categorized, prioritized, and forwarded to the appropriate development team. It takes less than 30 seconds to submit "love it" or "hate it" feedback.

Originally launched to help with the development of Windows Vista and the 2007 Office release, the system is now being used to collect ongoing customer input for future versions of Windows, Internet Explorer, and the Windows Live network of Internet services.

Product Value and Innovation

Over the past three decades, Microsoft has continually created innovative technology products that have transformed the way people work, learn, play, and communicate. Today, we champion the importance of closely aligning our company culture of product innovation with the needs of our customers and partners, and we are constantly enhancing our ability to listen and respond to them.

Customer and partner feedback is integrated throughout the product development process, helping us build value into every product we make. Extensive feedback from customers and partners has fueled key innovations in every major Microsoft product area, from Microsoft cloud services, Windows Internet Explorer, the Windows operating system, Windows Phone 7, and Bing, the Microsoft decision engine. This feedback has also shaped our partner support programs, our product licensing and pricing, and joint business planning efforts with many of our large enterprise customers.

Committed to Customer and Partner Experience in the Cloud

Internet technology is undergoing a seismic shift toward cloud computing. This transformation brings opportunities to create new customer and partner experiences around the world. Microsoft thinks of the cloud very broadly—as a collection of hardware and devices (such as personal computers, servers, and mobile devices) that use the Internet to access a shared pool of resources and that work together. In simple terms, this means that people have access to their data—whether it's work documents or vacation pictures—across several devices, and they can interact with their friends, families, and colleagues to make better decisions and power the world's businesses.

With the cloud, businesses can access computing resources how and when they need them. This enables businesses to reduce costs and enter new markets. It also helps them empower workers to improve efficiencies, collaborate with colleagues and partners, and interact more meaningfully with customers.

Microsoft has been creating business software for more than 20 years and has been running some of the largest cloud services in the world for almost 15 years. Our online properties—such as Microsoft.com, MSN, and Windows Live



"Our customers are clearly demanding that we do better around security, reliability, and demonstrating product value. It's essential for customer satisfaction that we continue to improve our engineering processes and, in rising to this challenge, make major contributions to the technology industry."

Jon DeVaan
Corporate Vice President
Windows Development

services, which include Windows Live Hotmail and Windows Live Messenger—attract more than 600 million unique users worldwide each month. Microsoft continues its commitment to the cloud by evolving existing products, creating new cloud-based offerings, and building the infrastructure to support cloud services at a global level. Almost every Microsoft product and service has been developed to take advantage of the cloud. Some examples: Microsoft Office, which is available online through the Microsoft business Productivity Online Suite and through Microsoft Office 365 and Office Web Apps; Windows Server and Windows Azure; and Xbox and Xbox LIVE.

Customers and partners may explore cloud offerings, get answers to their questions, and see where the opportunities lie within the cloud through the Microsoft [Cloud Power](#) website. For more information on cloud economics, read our whitepaper, [The Economics of the Cloud](#).

Customer- and Partner-Driven Product Development: Windows Internet Explorer

Customer and partner feedback played a pivotal role in the development of Internet Explorer 9. With 25 million downloads, the Windows Internet Explorer 9 beta became our most quickly adopted browser beta to date. The large volume of feedback that was generated by the beta further helped us understand customer needs when it comes to browsing the web and enabled us to make relevant investments to help provide a safer and more enjoyable online experience for our customers.

During the March 14, 2011, launch event, Dean Hachamovitch, Corporate Vice President of Internet Explorer, described Microsoft's approach to the latest browser version, "We asked: How can we do better; how can the community have better visibility and a more meaningful voice into the product?"

The community responded by providing tens of thousands of pieces of feedback to the Internet Explorer 9 product previews. "We engaged on every piece of feedback. The community had better visibility and a meaningful voice," Hachamovitch noted.

Since its release, Internet Explorer 9 has become available in 93 languages. Its features build on the browser's core attributes of speed, streamlined design, privacy and security, and interoperability.

Based on user feedback, Microsoft made improvements to Internet Explorer 9 such as Pinned Sites. This feature enables customers to get to their favorite websites directly from the Windows 7 taskbar, just as they would access any other program. When a favorite site is updated, the taskbar displays a notification, seamlessly drawing the customer back into the online experience.

Another new feature of Internet Explorer is Tracking Protection, which provides Windows customers with more choice and control of their privacy online by enabling them to indicate websites with which they would prefer not to exchange information. Tracking Protection

complements the set of privacy features already in Internet Explorer 8, such as InPrivate Browsing, which helps customers control what their machine remembers about their browsing sessions.

Microsoft has continued to invest in protecting customers against online threats by providing a safer and more trusted browsing experience through Internet Explorer. According to a report published by NSS Labs, an independent information security research and testing organization, Internet Explorer offers the best protection against socially engineered malware attacks. These attacks exploit personal relationships between online users. For example, an attacker may pose as a friend who has sent you a link to a website; the website link leads instead to a download that contains a virus or other malicious software that can shut down your computer or provide access to your personal information. The [NSS Labs research](#) shows that Internet Explorer 9 is able to either block or warn against such socially engineered malware 99 percent of the time. According to NSS Labs, “With a unique URL blocking score of 94 percent and over-time protection rating of 99 percent, Internet Explorer 9 was by far the best at protecting users against socially-engineered malware.”

Internet Explorer 9 is currently available for download at [Beauty of the Web](#).

Windows 7 Operating System

Windows 7 reflects an evolved approach to engineering that integrates customer and partner feedback more closely with the development process, supporting the delivery of innovative new features while preserving compatibility and performance. In fact, more than 10 million customers and thousands of Microsoft partners contributed feedback that helped shape Windows 7 from the initial beta version through its worldwide release in October 2009.

More than 400 million Windows 7 licenses have been sold—making it the fastest-growing operating system ever. According to several third-party studies, Windows 7 helped generate positive customer satisfaction.

For example, according to a [Lifehacker survey](#), 94 percent of people surveyed were overall pleased with the new operating system. Analysts at [Forrester Research](#) said that customers who adopted Windows 7 in the fourth quarter of 2009 were generally very satisfied with their computers running Windows 7. Additionally, in September 2010, the [American Customer Satisfaction Index](#) (ACSI) attributed Windows 7 for boosting United States customer satisfaction with Microsoft software; their most recent results from February 2011 show continued momentum with Microsoft receiving a record level of customer satisfaction.

Across the Windows product line, we have many points of interaction with our users—from telemetry systems and usability studies to online communities and blogs—to help us listen to customers and understand their needs. Feedback on the design of Windows 7, gathered

through a range of listening systems and user community forums, has influenced a number of specific feature enhancements, including the following:

- **Windows XP Mode:** Available in Windows 7 Professional, Windows 7 Enterprise, and Windows 7 Ultimate, this feature enables small businesses to use older programs within the Windows 7 environment that work only on Windows XP.
- **DirectAccess and BranchCache:** These two features enable remote workers to connect with corporate networks more securely and easily. DirectAccess replaces a Virtual Private Network (VPN) with a protected tunnel to the network at the core operating system level. BranchCache allows users on a corporate network to find and access a file on another corporate user's local computer if the file has previously been downloaded from the corporate network to that computer.
- **Windows Taskbar:** In Windows 7, customers can pin any program to the taskbar so that it is always just a click away. Icons can also be rearranged on the taskbar simply by dragging them, and we've enlarged the icons so that they're easier to use.
- **BitLocker To Go:** This feature, which provides encryption of the computer hard disk, now extends to any external USB device that is plugged into a laptop. This makes it more difficult for hackers to access data not only on the computer, but also on peripherals that are connected to it.
- **AppLocker:** This feature allows only corporate users to install and use authorized programs on their computers and desktops. Through Group Policy, AppLocker also enables IT administrators to determine the applications and scripts that a user can install.
- **Snap:** This feature provides a new way to resize open windows by simply dragging them to the edges of the screen. Depending on where users drag a window, they can make it expand vertically, take up the entire screen, or appear side by side with another window.

Windows 7 also continues to build on Microsoft efforts to improve security and compatibility. Customers told us that they wanted an easier way to determine whether their current devices and software programs will work well with the latest version of Windows. In response to this feedback, we launched the [Windows Compatibility Center](#) .

The Compatibility Center is a one-stop resource for information about the compatibility of thousands of third-party programs and hardware products. Customers can browse products by category or just search for a product by name. The results show whether the product is already compatible with the latest version of Windows, or whether the manufacturer offers an upgrade. Visitors to the site can also report compatibility issues, submit general feedback about Windows, and install the latest hardware drivers on their computers.

Microsoft engineered Windows 7 to be compatible with products that already work with Windows Vista, to help provide a smooth transition between the two operating system versions. More than 1 million programs around the world run on Windows 7, and hundreds of thousands of devices are compatible with Windows 7. Visitors to the Compatibility Center can find out if their computer is ready for Windows 7 by downloading the free Windows 7 Upgrade Advisor,

which scans for potential issues with hardware, peripheral devices, and installed programs. The Upgrade Advisor then recommends actions to take before upgrading. Along with all these resources, customers can still access traditional support channels, including submitting a standard support incident.

Microsoft continues to improve and refine its core operating system. We understand that we must continue to listen and respond to the needs of customers and partners, and pay close attention to user experience feedback to improve overall satisfaction with Windows. Windows 7 Service Pack 1 (SP1) became available in February 2011. The [Windows 7 Help page](#) provides information on how to download Windows 7 SP1.

Bing

Nearly two years ago, Microsoft launched [Bing](#), our worldwide search engine that's designed to help customers make informed decisions based on organized and refined search results. Since its launch, Bing has attracted more than 100 million new search users and has supported more than 4 billion search queries each month. The Bing decision engine has broken ground in the search industry by introducing new features, including infinite scroll in image search and daily home page photos.

Customer research is a key pillar of the Bing design, and we continue to learn from our customers as they navigate the web. For example, prior to launching Bing, Microsoft commissioned a survey by Harris Interactive Inc. to acquire important customer insights on how customers experience search. According to this survey, half of attempted search queries were failing to meet customer needs, and nearly three-quarters of customers felt that search results were too disorganized. Microsoft also found that 66 percent of customers are more focused on using the Internet to get things done than they are on just finding information. The Bing search engine incorporates these insights with improvements in the following areas:

- Delivering great search results and one-click access to relevant information
- Creating a more organized search experience
- Simplifying tasks and providing tools that support insight about key decisions

As part of our 10-year search agreement with Yahoo!, Bing now provides all Yahoo search results in the United States and Canada.

"Today, search engines do a decent job of helping people navigate the web and find information, but they don't do a very good job of helping people use the information they find," said Steve Ballmer, Microsoft CEO. "When we set out to build Bing, we grounded ourselves in a deep understanding of how people really want to use the web. Bing is an important first step forward in our long-term effort to deliver innovations in search that enable people to find information quickly and use the information they've found to accomplish tasks and make smart decisions."

Conclusion

Bottom line: Our goal at Microsoft is to give our customers and partners the best end-to-end experience possible and to become a satisfaction leader in the technology industry. The better Microsoft is at building a culture of accountability, listening and responding to customers, simplifying our offerings, improving product quality and security, and innovating based on customer feedback, the more we will satisfy our customers and partners. We greatly value the ways in which input from customers and partners helps us progress as a company and improve the quality of our products.



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