



Customer Survey Results:  
John Common Summary Notes and Conclusions

May 1, 2007

## Purpose Of This Document

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The primary purpose of this document is to summarize the results of MobileIQ's Customer Survey (the Routing and Fleet Management Survey that was conducted with current and former customers) into a manageable report containing actionable, "bite-sized" statements. This report contains summary notes, conclusions and recommendations as interpreted by the consultant (John Common).

## Primary Use Of This Document

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This document will primarily be used by the consultant to guide the drafting of MIQ's short-term, 2007 marketing plan. This document will also serve as a key input to MIQ's ongoing product development efforts, overall company strategy development and as a general market intelligence document.

## Survey Methodology

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The Customer Survey was open from April 25 to May 4 of 2007. The survey link was emailed to a list of 125 current and former customers. 19 people responded by filling out the survey. As an incentive to take the survey, a free \$10 Starbucks gift card was offered to the first 50 respondents and all respondents were entered to win a \$250 Amazon.com gift certificate. Two email "waves" were sent: an initial email and a reminder email.

Email #1 – 125 sent / 64 opened / 7 survey links clicked / 0 forwards

Email #2 – 125 sent / 50 opened / 8 survey links clicked / 0 forwards

## Survey Results, Analysis, and Conclusions

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The results of the prospect survey will be analyzed from the perspective of all respondents – i.e. the total results. With such a sample size of 19, it doesn't make much sense to segment the responses into smaller samples sizes. Especially so, given the timeline of the current research/marketing plan project.

## Total Results – All Respondents

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### ***TELL US ABOUT YOURSELF***

1. Which of the following titles best describes your role? (choose one)

**Results:** Service Mgr 42% / Senior Mgr 16% / Customer Service Rep 16% / Owner 11%

**Conclusions:** A fairly wide shot pattern here, with heavy emphasis on Service Managers. This confirms MIQ's belief that its products are pointed most to SM's.

2. How would you describe your computer knowledge and skills?

**Results:** Strong 53% / Basic 47%

**Conclusions:** More than half of MIQ's customers are clearly not afraid of technology.

3. What is your preferred method of business communication?

Results: Email 79% / Phone 16% / Fax 5%

Conclusions: This supports MIQ's focus on email as a primary means of communication. Interesting that face-to-face isn't anywhere in the results.

4. How many total DELIVERY vehicles are in use at your dealership including all locations?

Results: 4to9 32% / 10to24 26% / 1to3 16% / 25to49 16% / 50+ 11%

Conclusions: Compared with the Prospect Survey, these respondents skew much more to the larger sized dealerships.

5. How many total SERVICE / INSTALLATION vehicles are in use at your dealership including all locations?

Results: 4to9 37% / 10to24 32% / 1to3 16% / 50+ 11% / 25to49 5%

Conclusions: Compared with the Prospect Survey, these respondents skew much more to the larger sized dealerships.

### **NEEDS AND OPPORTUNITIES**

1. Rank the following ROUTING and FLEET MANAGEMENT tasks or activities in terms of how difficult they are: (how much of a pain!)

Results: 63% said performing annual route optimization was "Difficult/Very Difficult". 43% said maintaining balanced and efficient routes was "Difficult/Very Difficult". 63% said maintaining routes books was "Easy/Very Easy". 44% said getting useful route stats was "Easy/Very Easy".

Conclusions: It appears that MIQ's products/services are making specific routing and fleet management tasks easier. The perception of the difficulty of overall routing and fleet management, however, appears to be higher. Can MIQ help make overall routing and fleet management easier (i.e. not just at the task level)?

2. Rank the following CUSTOMER SERVICE tasks or activities in terms of how difficult they are: (how much of a pain!)

Results: 25% said getting useful cust. service stats was "Difficult/Very Difficult". 24% said assigning will was "Difficult/Very Difficult". 18% said assigning will calls to a route was "Difficult/Very Difficult". 71% said assigning new customers to a route was "Easy/Very Easy". 65% said notifying customers was "Easy/Very Easy".

Conclusions: Notifying customers appears to be a tasks where they are doing fine. SE is definitely making it easy for them to assign new customers.

3. How important to your dealership's future success are improvements in the following areas?

Results: 88% said customer service was "Very Important". 76% was "Very Important". 71% said labor costs "Very Important". 71% said sales and marketing was "Very Important". 65% said fleet and fuel expenses were "Very Important".

Conclusions: Clearly, all 5 of these areas are perceived to be crucial to success, with customer service being the highest. MIQ's product set and messaging needs to speak to these areas.

4. How much would the following changes improve your dealership's BOTTOM LINE PROFIT?

Results: 82% said retaining more customers was "Very Significant". 82% said getting new delivery customers was "Very Significant". 81% said selling more to existing customers was "Very Significant". 75% said getting more service customers was "Very Significant". Operational/cost-focused actions were all in the 50%-60% range in terms of significance.

Conclusions: This clearly says that additional PROFIT is tied to REVENUE in the minds of MIQ's customers. Offerings that directly impact a dealership's marketing/sales effectiveness could be perceived as valuable and being tied to higher profit.

5. Which investment would be more valuable to your dealership? (select one)

Results: 71% chose an online software suite that makes daily routing and fleet mgt tasks easier / 29% chose outsourced annual route optimization.

Conclusions: This answers one of MIQ's critical questions: "Can we / should we focus on selling and developing SE over route balancing projects?"

### **WHAT DO YOU THINK ABOUT SYMPHONY ENTERPRISE?**

1. What led your dealership to purchase Symphony Enterprise?

Results: Roughly half said "corporate" and the remaining said "a need for efficient routes".

Conclusions: This clearly said that an external force was important in moving them to make a decision, in addition to doing what they probably knew was the right decision.

2. Which best describes how often you use Symphony Enterprise?

Results: 44% said At least once a day / 25% said Never / 19% said A few times a week / 13% said A few times a month

Conclusions: I think this is a reflection of the roles question. However, it does bring to mind the fact that something that you interface with on a regular basis (that gives you value) is much more difficult to "fire". One example would be an automated, opt-in reporting engine that sends out proactive emails containing useful stats or summarized performance data to various users based on their information needs.

3. Which best describes your familiarity with Symphony Enterprise?

Results: 75% said Basic / 19% said Beginner / 6% said Strong

Conclusions: MIQ needs to find a way to increase product knowledge among its user group.

4. How would you compare using Symphony Enterprise to managing routes with a mix of wall maps, desktop mapping software, excel, word, etc?

Results: 31% said Much better / 25% said Better / 25% said Neither / 19% said Worse

Conclusions: I would expect this to be a "home run" question where the vast majority of users would say that using SE is Much better. MIQ needs to find out how to improve these stats.

5. What is Symphony Enterprise's greatest value to you?

Results:

-If I knew how to do more with it, I would consider it a very valuable tool

-work load management

-Routing

-It did not work well for us.

-Get the routing directions for the individual routes.

-Route management. Would like to learn more. We do not use it to full potential.

-We don't use it daily

-Displaying route information.

-The ease of scheduling a delivery for customers.

-Identifying current routes which meet the demands of new customers, specifically finding the route to accommodate new customer delivery days. It also saves time when adding on Specials to current routes in order to increase productivity to current route books.

Conclusions: Again, I think SE isn't understood very well nor is it used fully by the customer base.

6. How true are each of the following statements? Symphony Enterprise...

Results: 63% said Make our routes, fleet and drivers more efficient / 56% said Help make our dealership more profitable / 50% said Help us manage our customers better

Conclusions: These are three key themes for MIQ's marketing/messaging.

7. Overall, how satisfied are you with Symphony Enterprise?

Results: This was a nearly perfect bell curve that slightly favored the negative. Only 7% said Very satisfied. 20% said Satisfied. 40% said Neither. 13% said Not satisfied.

Conclusions: Again, there appears to be a customer satisfaction issue that needs to be further understood and rectified.

8. At \$85 per month per truck, how would you describe Symphony Enterprise's value to your dealership?

Results: 34% said Worth the price. 13% said Neutral. 53% said Not worth the price.

Conclusions: While you sort of expect people to hammer you on this kind of a question, it does point toward a potential issue with the perceived value of SE within MIQ's customer base.

9. Compared to other routing and fleet management solutions that are available, would you say that Symphony Enterprise is...

Results: 38% said Neutral. 31% said Don't know. 25% said Better.

Conclusions: Obviously, MIQ customers haven't shopped around much at all. They aren't aware of competitive route/fleet mgt offerings.

10. Would you recommend Symphony Enterprise to others?

Results: 44% said Neutral. 37% Yes. 19% said No.

Conclusions: Good news: a third would recommend SE to others. Bad News: two thirds wouldn't. (I believe you have to take Neutral as a "No"). Again, this points to satisfaction and/or value issues within MIQ's customer base.

11. Would you recommend that your dealership repurchase Symphony Enterprise?

Results: 38% said Neutral. 31% Yes. 31% said No.

Conclusions: Good news: a third would recommend SE to others. Bad News: two thirds wouldn't. (I believe you have to take Neutral as a "No"). Again, this points to satisfaction and/or value issues within MIQ's customer base. I honestly think this is an area that should concern MIQ.

### ***SYMPHONY ENTERPRISE'S FUTURE DEVELOPMENT***

1. What things do you wish were different about Symphony Enterprise? What features are missing from Symphony Enterprise?

Results:

-Takes too many steps to add a new customer after looking up and getting suggestions for an address with new customer. Would also be helpful if it was more automated when it comes to updates and duplicate stops etc.

-wish I had more time to review the new routes before the changes were made. Everything got rushed so badly after the IT problems we had on the front end.

-A little more user friendly for the novice computer user.

-Need to learn more

-The major reroute that we had done was not accurate or correct. There were improvements, but I spend a significant amount of time fixing routing errors.

-Make setting delivery parameters easier for the end user. Speed up the screen refreshing feature.

-Nothing. I personally LOVE Symphony/Conductor and don't see one problem with it.

-I would like a feature that would allow me to enter one date for all the routes, versus having to enter the date individually.

-Can't answer this question at this time. Haven't used it enough.

-speed of software

Conclusions: Useful info for MIQ's dev group.

2. Rank the following POTENTIAL FEATURES in terms of their value to you and your dealership:

Results:

Identify and warn you of unbalanced routes – 72% said Very valuable/Valuable  
Recommend best routing for new customers – 78% said Very valuable/Valuable  
Recommend best routing for will calls and specials – 64% said Very valuable/Valuable  
Allow customers to view and print delivery schedules/calendars online – 86% said Very valuable/Valuable  
Track and classify customer issue – 72% said Very valuable/Valuable  
Track fleet mileage – 72% said Very valuable/Valuable  
Identify underperforming routes – 86% said Very valuable/Valuable  
Identify and warn you of unnecessary fleet mileage – 79% said Very valuable/Valuable  
Automatically balance driver workload – 42% said Very valuable/Valuable  
Automatically generate delivery/service reminder emails to customers – 79% said Very valuable/Valuable  
Automatically send special promotions via mail and/or email to customers – 57% said Very valuable/Valuable

Conclusions: Useful information for MIQ's dev group.

**WHAT DO YOU THINK ABOUT MIQ'S ROUTE BALANCING SERVICE?**

1. What led your company to purchase Route Balancing?

Results:

-We were told to.  
-corporate  
-Culligan International  
-word of mouth  
-Don't know. it was a Corporate decision.  
-The need for a higher level of overall service to our customers. Efficiency and productivity from every route, and to more effectively meet our customers individual schedules.  
-Company directive. Which was a great investment.  
-Our routes were in desperate need of help.  
-I didn't know we did???

Conclusions: Obviously, Culligan Corporate's guidance / dictate was a major determining factor.

2. How often SHOULD your dealership optimize the routes?

Results: 77% said Once a year / 15% said More than once a year / 8% said About every 3 years.

Conclusions: This reinforces MIQ's belief that the "industry standard" is once per year.

3. How often DOES your dealership perform a route optimization project?

Results: 46% said Once a year / 39% said About every 3 years / 15% said Never.

Conclusions: How can MIQ establish once per year RB as the norm? Does MIQ even want to do this?

4. What makes you realize that it is time to optimize your routes? (check all that apply)

Results:

-Unbalanced route days – 92%  
-Profitability concerns – 62%  
-Uneven customer gains or losses – 54%  
-Driver Complaints - 46%  
-Customer turnover – 46%  
-Overall fleet costs – 39%  
-Fuel costs – 39%  
-Labor costs – 23%  
-Evening out driver commissions – 8%

Conclusions: Nothing shocking here. Just confirmation of what we thought.

5. How difficult was working with MobileIQ on your route balancing project?

Results: 39% said Neutral / 39% said Easy/Very Easy / 23% said Difficult

Conclusions: It think MIQ would want to see a higher percentage in the easy column.

6. What things did you find most valuable about MobileIQ's route balancing service?

Results:

-Greg's handling of questions and concerns was great. He was always available whenever I needed him. The end product was the primary downside.

-Not sure.

-less OT

-Nothing, It cost us 10% of our customers and two route drivers.

-finished product

-Very little because of garbage in garbage out.

-Accessibility to manage routes. Flexibility to view current routes to add or subtract as needed.

-The majority of the work was done for us.

-The people I have been working with are very knowledgeable and nice to deal with making the process easier.

-never used it

Conclusions: This is a real mixed bag of results/feelings... should be more uniformly positive.

7. What things would you change about MobileIQ's route balancing service? What things were missing from MobileIQ's route balancing service?

Results:

-Not enough staff to help under the timeline given.

-Do not divide buildings into several route days . do all accts in one building on the same day.

-Being able to work at our own speed, and not at a mandated schedule. We service a very large rural area. The maps that were used at the time were outdated. Pinning was a nightmare. We were handed the new routes at the 11th hour, and not given the time nessasary to REALLY LOOK at them. The result was a complete disaster.

-Accuracy, it was not good

-Monitor stops in the same building on the same floor and place them on the same delivery day.

-I believe it went well.

-Unfortunately, problems that we incurred related to the mapping as several areas are not on your map and your program is unable to differentiate the plantations. Not a problem of yours really, it's just the way it is.

Conclusions: This relatively unfavorable data seems to support MIQ's desire to focus more on an SE-centric business model.

8. How true are each of the following statements? MobileIQ's route balancing service...

Results: Strongly Agree/Agree: 31% Made our customer service staff more efficient / 46% said made our routes, fleets, drivers more efficient / 46% said helped us manage our customers better.

Conclusions: These themes should be driven home for any RB messaging. And in a larger sense, for overall MIQ messaging.

9. Overall, how satisfied are you with MobileIQ's route balancing service?

Results: 31% said Neutral / 39% said Not satisfied / 31% said Satisfied

Conclusions: This is a bell curve, weighted toward the negative.

10. At \$1,295 per truck, how would you describe the value of MobileIQ's route balancing service in your opinion?

Results: 15% said Neutral / 54% said Not worth the price / 30% said Worth the price

Conclusions: Again, you expect to get nailed on this kind of a question. That said though, more than half don't think it's worth the price. Either the value proposition or the messaging needs to change.

11. What results do you expect from a successful route balancing project:

Results:

Reduction of driver hours – 62% said 6-10%

Reduction of fleet miles – 54% said 6%-10% / 31% said 11%-15%

Reduction of Trucks – 31% said None / 31% said 1%-5%

Conclusions: This tells me that MIQ's normal results (as supported by business case data) would be HIGHER than these dealers' expectations.

12. Would you outsource your next route balancing project to MobileIQ?

Results: 58% said Yes / 42% said No

Conclusions: I'm actually surprised that nearly 60% said they would use MIQ, given the fairly negative feedback on RB. Of course, 42% said that would NOT hire MIQ for RB again.

13. Would you recommend MobileIQ's route balancing service to others?

Results: 39% said Neutral / 31% said No / 31% said Yes

Conclusions: Again, product and/or perception problems. If MIQ is going to be in the RB business, it's going to have to improve both.





## Survey Results: Key Themes

May 7, 2007

## Purpose Of This Document

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The purpose of this document is to communicate the key themes running through MobileIQ's Customer Survey and Prospect Survey conducted in late April to early May of 2007. This report contains conclusions and recommendations as interpreted by the consultant (John Common).

## Key Themes

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### PRODUCT FOCUS QUESTION: ROUTE BALANCING VERSUS SYMPHONY ENTERPRISE

- A key question driving this research effort was to get an answer to the question, can MIQ focus on offering and developing Symphony Enterprise over Route Balancing, given management's strong preference to do so? The answer is CLEARLY "Yes".
- 75% of prospects chose an online software suite over annual route optimization as the more valuable investment.
- 71% of customers chose an online software suite over annual route optimization as the more valuable investment.
- Prospects seem fairly satisfied with their current approach to route optimization.

### MARKET FOCUS / SEGMENTATION

- A large percentage of prospect and customer respondents represent very small (1 to 3 trucks) and small (4 to 9 trucks) dealerships in terms of the size of their delivery fleets and/or service fleets.
- A large percentage of the dealerships in this market are small. MIQ must answer if it is going to pursue this "small end" of the market, given it's apparently large size.
- There appears to be a significant percentage of dealerships that focus exclusively on service/installation and an even larger number that have both bottled water delivery trucks in addition to service/installation trucks. The service/installation size of the market represents a very near and very real opportunity for MIQ.
- Service/Installation dealerships appear to be different enough from delivery dealerships to warrant further research and possible segmentation. At a minimum, MIQ needs to better understand service/installation dealerships' routing/fleet needs and evaluate if they can be satisfied profitably by MIQ.

### POSITIONING AND MESSAGING OF MIQ'S PRODUCTS

- Improved customer service is viewed as crucial to dealers' success.
- Improved sales and marketing is viewed as crucial to dealers' success.
- Managing fleets and fuel expense is viewed as crucial to dealers' success.
- There is a need and an opportunity to better introduce and educate dealers about the benefits of routing/fleet management solutions in general, and MIQ's offerings in particular.

## Key Themes (continued)

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### POSITIONING AND MESSAGING OF MIQ'S PRODUCTS (continued)

- MIQ's core business of "routing and fleet management" is clearly viewed by prospects and customers as a cost control / logistics solution and not necessarily something that can help them grow their business or take better care of their customers. MIQ is viewed as in a "cost control box" in the minds of its target market. I believe there is a very real opportunity to develop MIQ's offerings into a "business intelligence / enterprise system" that provides solution suites for route management, fleet management, customer service, customer management, and sales and marketing.
- Prospects and customers want to optimize their routes AT LEAST once per year, if not more often, but they are ACTUALLY doing so much less often.
- MIQ's normal project results (as supported by MIQ's business case data) is significantly HIGHER than the expectations for results of both prospects and customers.
- Ease of adding new customers is a clear strength of Symphony Enterprise.
- Offerings that are perceived as having a direct impact on increased revenue, increased customer retention and increased levels of customers satisfaction will be viewed as very valuable by customers and prospects.
- Symphony Enterprise is viewed by customers as helping them make routes / fleets / drivers more efficient; helping them make their dealerships more profitable' and helping them manage their customers better.
- The themes that are already present in MIQ's messaging seem to resonate well with prospects and customers: balanced routes, profitability, driver management, managing routes, automation of everyday tasks, managing fuel costs, managing customers, etc.
- Reduction of labor and/or reduction of trucks does not resonate with survey respondents.

### CUSTOMER SATISFACTION

- Customers love Greg. ☺
- There appears to be genuine customer satisfaction issues with both Symphony Enterprise and Route Balancing. Slightly more so with Route Balancing.
- The perceived price-to-value ratio in the minds of MIQ's customers needs to be improved.
- It appears that Symphony Enterprise isn't understood well enough by its user group.
- Symphony Enterprise seems to mostly be used by Service Managers (influencer) and Customer Service Reps (influencer) and not Senior Managers (decision maker) or Owners (decision maker).

### TECHNOLOGY

- Prospects and Customers are not afraid of using technology / computers.
- Prospects prefer to communicate through email, followed by phone, followed by face to face meetings.
- Customers prefer to communicate through email, followed by phone, followed by fax.
- Prospects and customers want technology/computers/software to help them! They want to automate.



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- Senior Managers prefer email as their primary form of communication, but they are much more open to face-to-face meetings.
- Senior Managers perceived and communicated their dealership's spending on technology to be higher than Owners.
- Senior Managers see a greater need for better customer service statistics and information.
- Senior Managers see even greater value in an online software suite (as opposed to route optimization) than Owners.
- Senior Managers' responses to open-ended questions were very well thought out and revealed detailed knowledge of the dealership's business while still understanding the "bigger picture" of sales, service and profit.
- Senior Managers expect much higher reductions in driver hours and fleet miles from route optimization (16-20%) than Owners (6-15%).

**CONCLUSION** – The "profile" of Senior Managers makes them perfect candidates to be internal champions. They are motivated, have influence, are knowledgeable and decidedly pro-technology. MIQ needs to direct a significant portion of its marketing and sales efforts into 1) identifying Senior Managers in target accounts, 2) inviting them into MIQ's permission marketing system, 3) developing them into internal champions. MIQ shouldn't ignore Owners (obviously), but a motivated Senior Manager acting as an MIQ internal champion would be an enormous asset in target and customer accounts.



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