



Accelerating Performance by Calculating Results™

Customer Intelligence Trends & Insights

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Quick Links

Greetings!

Typically when Hypatia provides business case study evaluations, it is to illustrate best practices, customer success strategies or extremely positive examples of business return on investment. However, my graduate professor of research methodologies was fond of sharing wisdom such as: "A negative outcome is as much a key finding or take-away as a positive outcome."

So, **MovieTickets.com**, consider this a teachable moment!

Best,
Team Hypatia Research, LLC
Research@HypatiaResearch.com

P.S. Hypatia of Alexandria (c.370-415 AD), invented several scientific devices--the astrolabe, plane-sphere, and hydro-scope (hydrometer). These instruments were used to calculate the distance between planets, the position of visible stars at any time of the year, and the gravity of liquids respectively.

MovieTickets.com: How to Lose Customers & Revenues through Poor Customer Support!

Company: Founded in 2000, MovieTickets.com, considers itself the worldwide leader in advance movie ticketing, where you can buy movie tickets and search movie show times for your favorite movie theaters. According to the company's description, visitors/customers can also rate and review movies, view movie trailers, read critics reviews, keep up on the latest movie and entertainment news, view photos and much more. Approximately 57% of the company's employees have more than 10 years of business experience. The company's composition by role/function comprises:

- ~40% R&D
- ~40% Administrative
- ~12% Sales & Marketing

About Hypatia

Request a Briefing

Vendor Selection Guides:

Operationalizing 'Voice of the Customer'

What Healthcare Professionals Should Know About Electronic Health Records Technology

Business Intelligence in Healthcare

Business Intelligence: Connectivity Options & Evaluation Criteria for Software-as-a-Service

Decision Science & Customer Analysis: Competitive Advantage or Necessary to Compete?

Collaborative Planning, Forecasting, & Replenishment [CPFR] as a Service



Hypatia

Read About Her Life, Strife & Many Accomplishments!



Authored by Maria Dzielska

Published by Harvard

- ~8% Executive Leadership

Interestingly, not even 1% of MovieTickets.com employees have role/functions described as customer service, customer support, chief customer officer, customer experience manager etc...and that perhaps may be at the root cause for this case study evaluation?

Challenge: Technical issues with the website created frustration for customers wishing to purchase tickets on 10/10/10--a fortuitous day for marriage--but not it seems for MovieTickets.com. The online order entry system was unable to recognize passwords, allow new accounts to be created, or to accept purchases for selected seats **offered as available through its online seating chart.**

Frustrated customers repeatedly contacted customer support numerous times and were provided with lame canned responses that did nothing to address the root cause of the technical failure. More importantly, customer service did not provide appropriate alternative options for resolving the issue of customers wanting to purchase tickets. Three examples of poor customer support on the part of MovieTickets.com are provided on Hypatia's Blog.

Result: Instead of retaining their segment of high value customers - those that regularly purchase LUX seats at \$35 per seat upwards of 8 times per year rather than the standard \$20 seats for the same movie presentation, MovieTickets.com **chose not to offer appropriate support** that would have earned these profitable customers' loyalty.

Additionally, instead of offering to reserve two tickets until the online order functionality was fixed or offering to take the customer's order and credit card information over the phone, MovieTickets.com chose to **not address** the root cause of 3 separate emails about customer service and support issues from a single customer.

Moreover, once the show in question was sold out, MovieTickets.com **could have offered** dissatisfied customers [those who tried to purchase online but were unable to do so for technical reasons on the part of MTC] **a discount or preferred seating on their second choice** for LUX seats at a future movie presentation.

Evidently, MovieTickets.com doesn't seem to care about customer loyalty or satisfaction...and soon, MTC may not need to care about customers at all...because they may not have enough to remain in business.

Lessons Learned: We found a fantastic version of this opera with a stellar cast on **NetFlix**. So not only will MovieTickets.com lose our \$72 for tickets...we can sip our own bottle of wine with a home-cooked dinner at less than 1/4 the cost of the LUX restaurant food/drinks offered...and even invite a few friends over as well. Competition for MovieTickets.com is a mouse-click away!

Capriccio / Strauss: In 18th-century France, a poet (Simon Keenlyside) and a composer (David Kuebler) debate which of their artistic contributions is more important while a widowed countess (Kiri Te Kanawa) listens to their arguments and considers which one to choose as her lover. Staged by the San Francisco Opera, this lavish one-act conversation piece was the final opera penned by German composer Richard Strauss. Maestro Donald Runnicles conducts the orchestra.

Cast: [Tatiana Troyanos](#), [Kiri Te Kanawa](#), [David Kuebler](#), [Simon Keenlyside](#), [Donald Runnicles](#)

Director: [Peter Maniura](#)

**University Press: Revealing
Antiquity**

**DECEMBER RESEARCH:
Information
Governance, Risk,
Compliance &
Security Options:
Reducing Costs by
Managing Risks**

*Vendor Selection Guide for
Corporate Executives*

Challenge: IT governance, risk, assurance, compliance and security are now a data management issue that has risen to the forefront of corporate level concern. Heavy fines and/or jail time are a possibility for C-level executives--CEO, CFO, CRO and COO--serving as a strong catalyst for utilization of IT consulting services. IT GRACS are defined as technology-related risks due to theft, fraud, or system failure in relation to proprietary information, protected rights with intrinsic value, or systems controlling the flow and security of digital information.

Focus: Many of the firms that provide IT GRACS consulting do implementation and managed services as well. Therefore, IT GRACS will be examined from the perspective of enabling technology functionality as well as from management consulting capability towards the reduction of costs through effective management of IT GRACS.

Outcome: Our research will explore best practices, maturity levels and offer readers Hypatia's Galaxy™ guide for selection of the right tools, consulting services and enabling technologies by industry and company size.

Email: JeffB@Hypatiaresearch.com to inquire about licensing options or advisory services.

**IBM's Business
Analytics
Optimization
Strategy**

Acquisition Spree Continues

Cognos, SPSS, Coremetrics, Unica and now Netezza. More than two

Genres: [Music & Musicals](#), [Opera & Operetta](#), [Classical Music](#)

Format: [DVD](#)

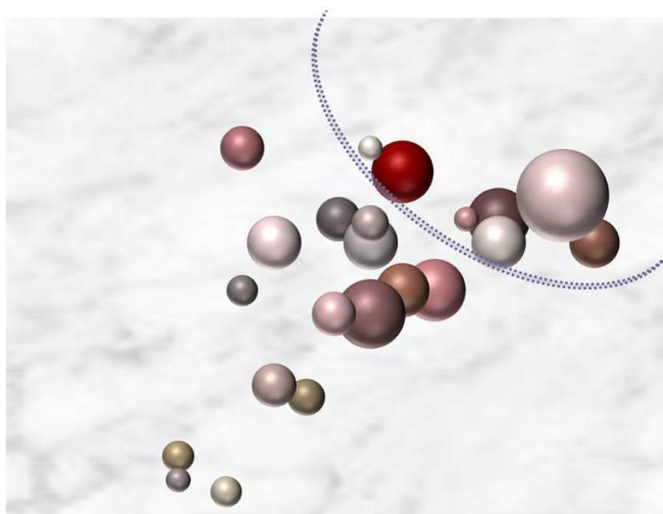
Operationalizing Voice of the Customer

Maturity Models, Benchmarks & Best Practices

We are pleased to announce our new vendor evaluation & rankings methodology. Hypatia, a professor of astronomy, philosophy and mathematics, would have been gratified to learn that our team decided to trademark our evaluation methodology after her.

Vendors have been evaluated according to 10 weighted criteria, inclusive of number of customers, and product strategy or vision. 7 out of 22 vendors evaluated have made it into Hypatia's orbit. One third of the remaining vendors are closing in on Hypatia's Galaxy, while another third have quite a few light years yet to travel. Can you identify the leaders?

**Hypatia's Galaxy:
VOC Vendor Evaluations & Rankings**



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Investigating how companies develop and execute voice of the customer (VOC) initiatives was a real eye-opener! We initially thought mature organizations would have more sophisticated processes, measurement or analysis criteria, and a proactive course of action for various scenarios encountered. In short, our hypothesis was that in mature organizations and/or large enterprises (>\$1b), VOC initiatives would be "operationalized" across the enterprise.

**Operationalizing Voice of the Customer:
Maturity Models, Best Practices & Benchmarks
for Turning VOC into Customer Insight**

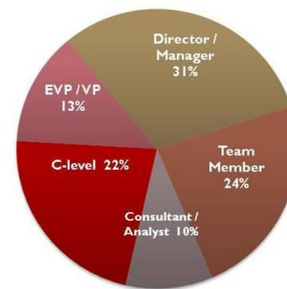
However, in creating our maturity model, benchmarks and best practices, we found a wide range of procedures, organizational structures and techniques in use among the 400+ companies interviewed and surveyed. Nonetheless, we identified four main maturity categories that fit a majority of organizations.

years ago IBM had its sights set on building out its arsenal of analytics capabilities and solutions. Obviously they waited until the acquisition price was optimal before sealing multiple deals.

Hypatia's team was at IBM's analyst conference investigating how IBM intends to integrate, position and provide value to customers.

As always, our **subscribers** are the first to receive timely, insightful and objective analysis. Want to become a subscriber? Contact us at: Research@HypatiaResearch.com

- Level One: Nascent VOC Processes
- Level Two: Limited VOC Processes
- Level Three: Operational VOC Processes
- Level Four: Visionary VOC Processes



400+ Survey Respondents!

More importantly, our study provides actionable recommendations on how companies currently benchmarked at Levels 1 through 3 can improve their return on VOC investment by migrating to the next maturity level.

We invite our subscribers and vendor community to contact Jeff Baker: (jeffb@HypatiaResearch.com) to order your copy of our benchmarks, best practices, and vendor evaluation research study.

Hypatia Research, LLC, <http://www.HypatiaResearch.com> delivers high impact market intelligence, industry benchmarking, best practice, and vendor selection research for how businesses use technology and service providers to capture, manage, analyze and apply customer intelligence to enhance performance and to accelerate growth. Coverage areas include: CRM, Business Intelligence, Customer Analytics, Marketing Automation, Database Marketing, and Customer Data Integration and Quality. Since its inception by co-founder Leslie Ament in 2001, clients have relied on Hypatia for industry insight, expertise and independent research for guidance in assessing various technology and service options. Like our namesake, Hypatia, we are committed to Calculating Results™ for our clients.

Hypatia of Alexandria (c.370-415 AD), invented several scientific devices--the astrolabe, plane-sphere, and hydroscope (hydrometer). These instruments were used to calculate the distance between planets, the position of visible stars at any time of the year, and the gravity of liquids respectively. Hypatia was the first woman to make substantial contributions to the development of mathematics, astronomy & philosophy.

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