



RESEARCH ABSTRACT

Operationalizing Voice of the Customer

Maturity Models, Benchmarks & Best Practices

OPERATIONALIZING ‘VOICE OF THE CUSTOMER’

Benchmarks & Best Practices

Publishing September 2010

Challenge: An organizations’ stakeholders often communicate with companies through mechanisms such as blogs, call centers, consumer generated media, verbatim service technician notes and survey write-in fields. In fact, many innovations in customer service, product enhancements and promotions have come through these ‘ad hoc’ or contextual communications with customers. Moreover, public companies are beginning to leverage discovery & insight technologies for brand and reputation management initiatives. Companies value the ‘anecdotal feedback’ gained through customer advisory boards or focus groups, but rarely create a systematic process for analyzing and acting on this valuable information.

Focus: How do high performing organizations “read the tea leaves” and operationalize valuable contextual customer insight? Our research will benchmark performance across key marketing functions: brand & corporate reputation management, product marketing, customer service, media relations, and customer retention, acquisition and profitability.

Outcome: Our research will offer readers Hypatia’s Galaxy™ guide for selection of the right tools, services and enabling technologies as well as explore best practices currently in use by forward-thinking companies in capturing, analyzing and operationalizing voice of the customer intelligence.

MARKET Research Approach

Hypatia Research applies a hybrid methodology [quantitative & qualitative] that evaluates the Market-drivers, Actions, Responses, Knowledge, Expertise, and Technology enablers (MARKET) that influence corporate behavior in specific business environments. These terms are defined as follows:

Market Pressures — external forces that impact an organization’s market position, competitiveness, or business operations

Actions — the strategic approaches that an organization plan in response to industry pressures

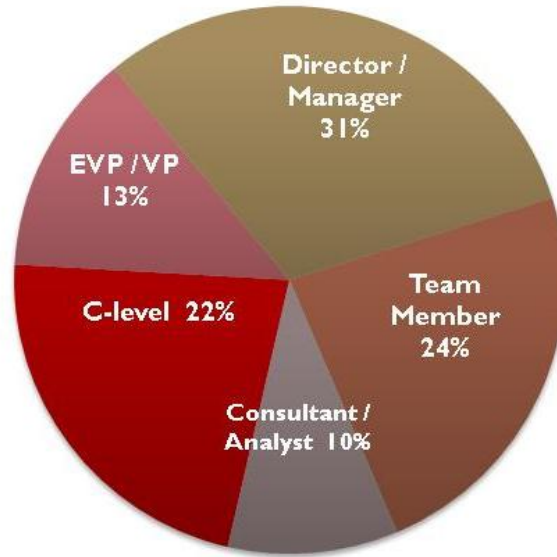
Responses—how organizations invest and overcome business challenges.

Knowledge & Expertise—competencies, skills and processes required to execute on corporate strategy.

Enabling Technology— the key functionality of technology solutions required to support the organization’s enabling business practices

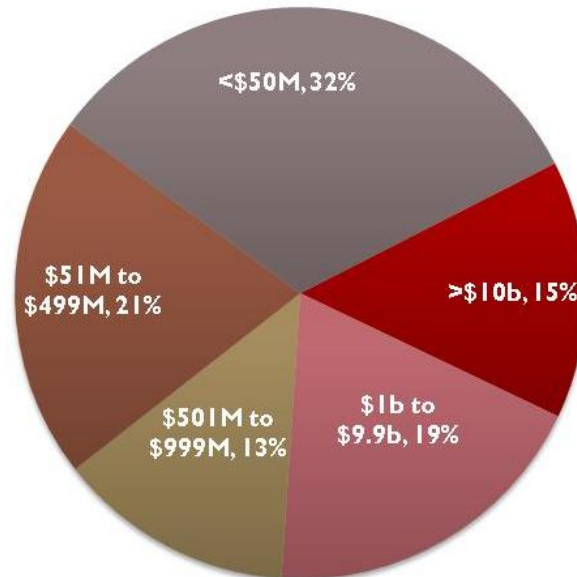
Survey Respondent(s) Profile: 400+ Responses

Figure 1: Survey Respondent Role(s)



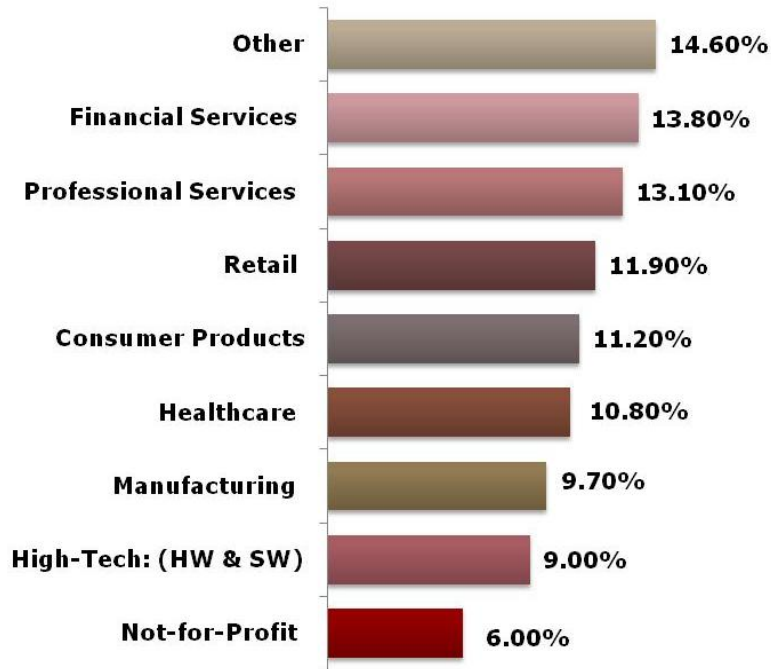
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Figure 2: Company Size



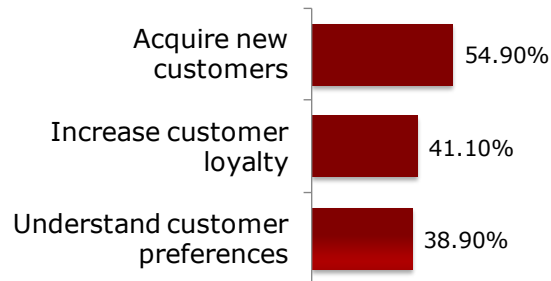
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Figure 3: Industry Sectors: Voice of Customer



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Figure 4: Top 3 Corporate Drivers for VOC Investments



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Table 1: Vendors & Service Providers Included in Research

| | | | |
|-----------------|-------------|---------------|-------------|
| Alterian | ClickFox | Inquisite | ResponseTek |
| Allegience | Confirmit | MarketSight | SAS |
| Attensity Group | Cymfony/TNS | MarketTools | SPSS |
| Autonomy | GlobalPark | Medallia Inc. | Vivissimo |
| Bazaar Voice | Confirmit | Omniture | Vovici |
| Clarabridge | ForeSee | Questback | SAS |

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