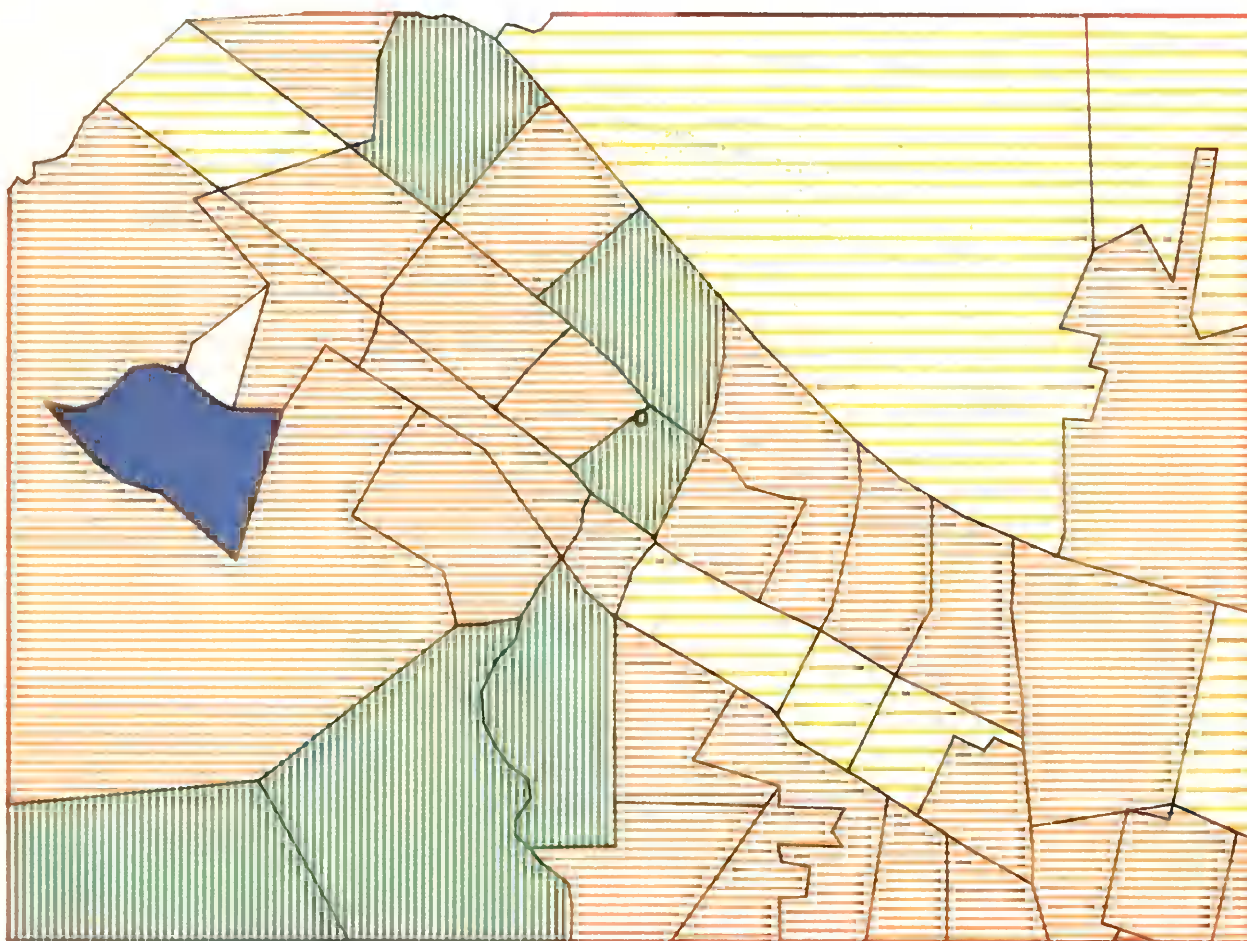


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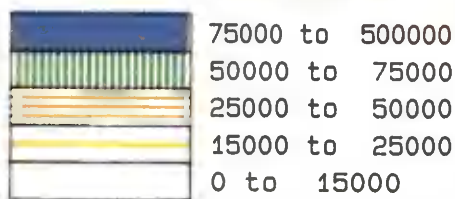
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Microcomputer mapping proves a picture is worth a thousand words, p. 6



Companies like Southland Corp. use demographic and site selection tools for business evaluation and planning, p. 10



For Chevron Corp., computer interviewing has become an effective way to assess its marketing strategy, p. 14



AT&T tests its newsletter concept using telephone surveys, focus groups and mall intercepts, p. 18



Computer printer manufacturer uses conjoint analysis to identify the buying habits of its customers, p. 22

Contents

- 6 Business trends, potential visible with computer mapping
- 10 Databases help companies with target marketing efforts
- 14 Computer interviewing gaining popularity
- 18 Research helps AT&T sharpen its newsletter
- 22 Conjoint analysis enhances computer-based interviews
- 27 Data processing directory

Departments

- 15 Names of Note
- 16 Product and Service Update
- 24 Trade News
- 26 Data Use: Taking the risk out of buying PC software
- 53 Business Directory
Index of Advertisers
- 54 Trade Talk

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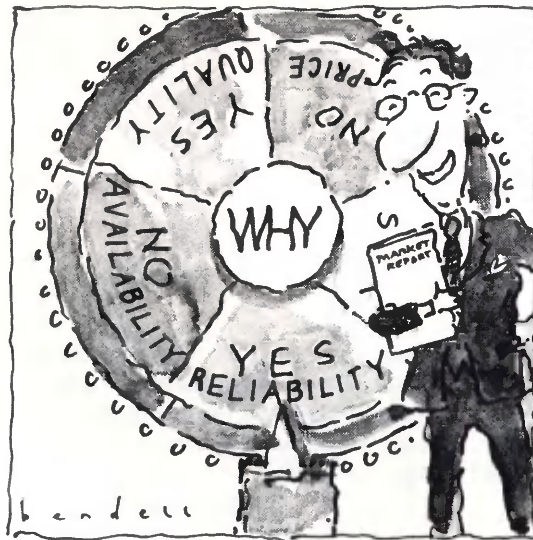
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BPA membership applied for October 1986



THE CASE OF THE WHEELS OF WHY

*...or, How To Evaluate Buyer Perceptions
and Better Position Your Industrial/Business Products*

TIME: MID-EVENING

PLACE: A NOISY CARNIVAL NEAR AN OCEAN RESORT

One of the booths contains three large wheels spinning in different directions. Each is divided into five brilliant colors. On each is written the word "yes" or "no". "Pick a number and make three wishes" shouts a gypsy in the booth. "One for yourself ... one for a friend ... one for a mysterious stranger. Spin the wheel – and if you win a prize – you'll get your wish – and The Wheel won't lie."

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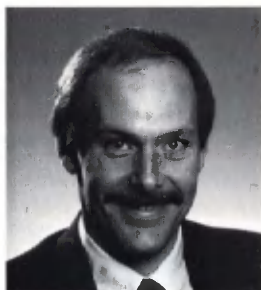


Business trends, potential with computer mapping

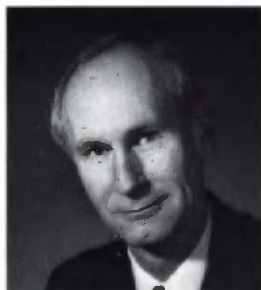
By Beth E. Hoffman
managing editor

Imagine yourself driving in a large city you've never been in before without a map. You could stop at every nearest gas station and ask for verbal directions to reach your intended destination. Chances are, however, you'll reach that destination later than you would had you seen and studied a map.

For many people, maps are an indispensable instrument. Without them, many of us are literally lost. Their value lies not only in enabling us to get from one place to another but in their



Fred Koehl
assistant vice president,
First National Bank of Atlanta



Brent Raines
market research manager,
Barclay's Bank of California

Editor's note: An article entitled "Micro Mapping: Data Imaging for Information Managers," by Stephen L. Poizner of Strategic Locations Planning, San Jose, Calif., was used to provide some of the information used in this article.

visual aid. Being able to see something pictorially makes it easier to understand than getting that same information verbally or even written down in words or numbers.

For many businesses, government and educational institutions, maps of a similar nature have become an indispensable research tool. By aiding in decision-making, they help accomplish business objectives. These are statistical or data-oriented maps which can be generated in-house by use of a desk-top computer. This relatively new technology is known as microcomputer mapping.

Microcomputer maps are overlaid with data geographically presented by state, county or zip code. By assembling the desired data on a computer screen, the newly created map can be studied, modified at will and then with a simple hookup to an output device, reproduced on paper or transparency to make a convincing presentation.

The capabilities of this technology assist market researchers and sales and management personnel in tracking sales performance, analyzing market trends, market share and in forming market campaigns. The maps also help in designing sales territories and in selecting new office or retail sites.

To be able to see all of this information in a visual display is just one advantage of microcomputer mapping. It also offers simplicity, speed and low-cost map generating capabilities.

Previous options

Prior to the 1980s, computer-generated mapping was tedious and expensive. The ability to produce maps reflecting demographic or other specific data was limiting. One option, which was usually not feasible for the average business owner, was using very expensive software running on mini- or main frame computers. The large computers, however, required sophis-

ticated and expensive programming and turn-around time could be affected by the firm's data processing department which may have had other priorities.

Another option was to use mapping service bureaus. These provided extensive capabilities but were also very costly, time-consuming and provided slow turnaround. Additionally, users had to state in advance which variables should be used, thus limiting the ability to experiment and develop alternative plans.

A third alternative was to do it by hand. This meant coloring in the spaces, creating multi-colored overlays or placing dots in appropriate areas. The drawback to this technique was that it was also time-consuming and didn't allow for experimentation.

Since the introduction of the microcomputer, mapping is becoming increasingly popular. In fact, the mapping software and services market is estimated at \$35-40 million per year. By 1990, the overall market is predicted to double in size with microcomputer mapping packages and related data files accounting for more than half of total revenues.

Research tools

Producing thematic maps require a few basic ingredients: a computer with graphics capabilities; an output device (i.e., a monitor, printer or plotter); a data file; a boundary file and mapping software.

Computer: Although microcomputer mapping programs are available for most popular microcomputers, mapping software is most readily available for the IBM PC, IBM-PC compatibles and certain Apple computers. Microcomputer mapping programs are graphics oriented, therefore, the computer must possess graphics capabilities. These capabilities are a graphics card and display

visible

monitor. Color capabilities are available and enhance presentation.

Output device: To obtain "hard copy" maps, a pen plotter, laser printer or other similar output device is necessary.

Colorful, high resolution maps of professional quality can be achieved by a pen plotter. A laser printer provides high resolution capability but uses patterns instead of colors for differing areas. Less detailed, black and white maps with lower resolution than pen plotters can be achieved by using dot matrix printers.

Boundary files: Mapping software uses a boundary file to draw geographical components such as city limits and state and county borders that compose a map. The boundaries of these features are stored in a boundary file as a series of x-y or latitude-longitude points. Mapping software draws the map boundaries by connecting these points together.

Microcomputer mapping software vendors supply hundreds of different kinds of boundary files. Examples are those by zip code, streets, county, state, Designated Marketing Areas (DMAs), and Area Microcomputer Mapping of Dominant Influence (ADIs).

Boundary files can also be created with a digitizing tablet, an electronic pad with moveable hand cursor. Digitizing tablets are compatible with most microcomputers and allows the creation of boundary files for practically any area.

Data files: Data files and boundary files work hand-in-hand. While boundary files contain boundaries for a group of features, the data files contain statistical data for these features. A data file consists of any data with a geographic element such as population, income and retail sales. A state population density data file, for instance, might contain information that

shows the number of residents per square mile for each state. Another data file may show the average income per household per county in a particular state, or the the number of single heads of households per county in that state.

Data files can be purchased from government agencies and data companies in the private sector provide many specialized data files.

Creating and loading your own data files by using business software programs is also feasible. That capability illustrates one of the advantages of the mapping software available on the market.

Data files generated by spreadsheets and data base management packages are compatible with many of the microcomputer mapping programs available. This means that data specific to a certain business, for example, from a customer profile, can be plugged directly into the mapping program. This is information in addition to that which is available from the federal government or data companies.

Mapping software: The last basic ingredient needed to create maps is mapping software. This is used to merge the corresponding boundary and data files. Mapping software uses the boundary file to draw the boundaries of the map, then uses the data file to display data on the map.

Data can be displayed on a map in many ways. The most common method is by color shading the map based on its corresponding data value. Another way is using dots in a dot density map.

Mapping software's merging capability is one reason why this tool is so popular. This capability allows the user to get a clear picture of business trends. A marketer, for example, can pinpoint target markets using one or several demographic variables, add on a display of current market penetration

and then interrelate the current level of penetration with the market's potential. This illustration of data permits a quantifiable assessment of performance vs. potential. Additionally, marketers have the capability to evaluate the allocation of limited resources by overlaying many conditions within a single geographic area.

Mapping uses

Mapping is most commonly used in six basic functional areas: site location analysis; target market studies; trade area analysis; sales performance monitoring and sales territory sign; government resource planning and market research data display.

A business which wishes to evaluate its sales efforts, for example, can find out if its sales force has been allocated effectively, whether a particular advertising campaign or promotion improved product demand, if a low growth area is being overly emphasized or a high growth area is being ignored.

Others who can benefit by using microcomputer mapping are:

Retailers: Mapping software helps analyze trade areas of existing stores. These maps show how far customers travel to shop, the influence of competitive locations, how much customers spend by zip code area and where new outlets should be located.

Direct-mail advertisers: Mapping assists in target marketing. By combining demographic variables with selected boundaries, mapping can pinpoint the location of prime prospective customers.

Banking industry

One field in which microcomputer mapping is becoming very popular is banking. Fred Koehl, assistant vice president of First National Bank of At-

continued on p. 8

Firm spots market potential, recruits with mapping

Computer-generated maps assist market researchers in identifying business trends and possibilities within their particular market areas.

Perry Zandi, marketing applications specialist for Transamerica Life Companies in Los Angeles, says microcomputer mapping is used to identify the market penetration of the branch offices and their potential in each market.

This is accomplished with three pieces of information. The first is demographic data purchased from an outside vendor. The second is a database of policy holders by zip code and by county. Those two are linked together and are matched with the third piece of information, the zip code/county boundary map. The mapping software, purchased from an outside microcomputer mapping vendor, aids TLC in seeing the penetration and potential of market areas. The software measures how thoroughly established branch offices are penetrating the market and where the company should locate new offices.

TLC, which started using microcomputer mapping about two years ago, has six branch offices in Los Angeles, 26 branch offices nationally and approximately 700 general agencies who also sell the firm's financial packages. Mapping is used to measure the performance of these offices at the state and national level.

Besides market potential, mapping is also used for targeting and recruiting new agencies for selling their products and comparing their market profile to the life insurance industry as a whole.

Setting objectives

When a particular branch is analyzed with the mapping software, the information will reveal a profile of the branch's customers, the areas the branch is selling to as well as the best potential selling areas. That information is then presented in a report to home office management who are responsible for setting goals and targeting in on those new markets. Management then encourages the branch offices to concentrate on the best potential markets.

Zandi says the mapping software and its capabilities are still new to the company and the more they use it, the more helpful it is in terms of producing graphics and demographic data. It has also speeded up the amount of time it takes them to evaluate a branch office.

"Prior to mapping, it would take us three to six months to manually develop six tabular reports. And I don't know if management ever read them all."

"Now," continues Zandi, "we can create reports in a fraction of that time and show the results on one page in a format which is easier to read and nicer to look at. The colors and crosshatching of the software shows us where we are penetrating and where our potential is much more quickly and in a more appealing style. It makes it much nicer to look at and speeds up understanding of market analysis."

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Computer mapping

continued from p. 7

lanta, says his bank's software, provided by a nationally-known micro-computer program supplier, has aided his firm in analyzing site location for branches, Automated Teller Machines (ATMs) and in evaluating existing banking facilities. The system also enables the firm to study distributional aspects such as their customer base in a certain area, identifying product sales by geography, and population and employment growth potential in a particular region.

Another bank which utilizes micro-computer mapping is Barclay's Bank of California in San Francisco. According to Brent Raines, market research manager at the financial concern, "We geocode our customers by census tract, meaning, we look at them according to household density and income in relation to our branches and stratify this information through the supplier's software program."

Continues Raines, "This market-driven program provides a very accurate picture of our market area. We can see what's happening in relation to the rest of the industry and target market specific products."

continued on p. 52

Transamerica Occidental Life



Perry Zandi
marketing applications specialist
Transamerica Life Companies

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Databases help companies with target marketing efforts

By Beth E. Hoffman
managing editor

Businesses which require marketing information, demographic data and application needs traditionally had to go to several different vendors to get that information. Not only was this procedure costly and time-consuming but coordinating relationships among the data was often difficult.

A number of market research suppliers have solved this problem. One is National Decision Systems, an Encinitas, Calif., company which supplies up-to-date demographic, marketing and site selection information to such industries as retail, insurance, finance, advertising and consumer goods. NDS provides users with in-house marketing databases, software and target marketing tools, all of which are PC-oriented and usually compatible with the user's own software packages. These tools allow the user to report, manipulate, integrate, analyze and present the necessary data for any area of whatever size and shape in the U.S.

A wide-range of information can be retrieved with these databases: demographic data; data on millions of businesses; geo-demographic lifestyle segmentation; consumer expenditure data for major retail categories; employee data by type of business and location and color mapping for zip codes and census tract.

Depending on the needs of the user, these databases can be used for target marketing, customer profiling, site evaluation, demographic analysis, market segmentation, color mapping, business and competitive analysis and sales forecasting, marketing and advertising campaign development and strategic business planning.

NDS offers this extensive list of marketing databases by using laser optic technology. The system is capable of accessing information from all over

the country, even for individual neighborhoods.

Aetna Life

Matthew Robertson, research administrator at AETNA Life & Casualty in Connecticut, says the databases are a good source of multiple demographics and computerized mapping. The supplier's system is used to support its target marketing efforts.

"We want to identify where the size-



able markets are to penetrate and fine tune the markets we want to reach," says Robertson. "We want to effectively reach the markets that positively assure a sale, whether it's life insurance or auto insurance."

To help one of the 24 national AETNA branch offices identify the growth potential of these markets, the firm uses zip code and census tract information displayed on a map. The map identifies the expected growth rate in that particular area.

The report is then dispersed to field operations who then pass it on to branch offices.

The mapping capability is particularly attractive to AETNA. Prior to purchasing the mapping package, very little mapping was done, partially because the maps had to be purchased on an individual basis from a vendor whose software may not have been compatible with their own.

"We used to have to go to one supplier to do mapping, one for demographics and another for the software package to interface the demographics with the mapping. This meant we were charged each time for every service we got."

Being able to get everything all in one package - raw data, software and should you need it, hardware - was particularly appealing to the firm.

"You don't have to deal with independent vendors to access all the information you need and the supplier also generates the reports. Having an all-encompassing package for one price was very important to us. It's like one-stop shopping."

Robertson cites other advantages to the software package:

"We like the idea that the software is PC-oriented and can produce results quickly. The greatest selling point was that it's user-friendly and simple to learn because we're not programmers. This feature has been especially helpful for our branch managers because their time can be used more effectively."

Dunkin' Donuts

The ability to access information quickly and easily are reasons which make the NDS databases appealing to John Rogozenski. Rogozenski, senior manager of market planning at Dunkin' Donuts of America, Inc., in Massachusetts, says the information which is available to them now is the same which the company purchased in "parts" years ago.

"The information has always been available to our us but the process of getting that information was more time-consuming and costly," says Rogozenski.

"First we'd call in our requirements over the telephone to the supplier. It would then take two days for the supplier to build the report and send it to us. Also, much of this information had

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to be retrieved manually using other reference sources. Now with the demographic databases as well as the shopping, employment and geo-demographic market segmentation databases right at our fingertips, we can get a number of site specific reports quickly."

"Within a matter of minutes," continues Rogozenski, "the computer accesses and formats all the data and then prints it into a hard-copy report. These reports can then be sent out immediately to our field organization."

Rogozenski also likes the idea that the data can be transferred into a standard software package they're currently using.

"Once we create a demographic file for a large geographical area, we can transfer the data into another software package that we use to analyze the data. This eliminates the need to extract the demographic information and type it back into our market data file."

Simultaneous capabilities

In addition to demographic data, Rogozenski says they can generate a number of databases simultaneously that are related to a specific store location.

A Dunkin' Donuts field executive, for example, may call the headquarters

Other than pure demographic data, Dunkin' Donuts can access a customer targeting and lifestyle segmentation database for a specified radius around a particular area. This database clusters neighborhoods with similar household lifestyles and classifies them into 48 geo-demographic market segments. This system helps to identify, quantify and locate the "prime" customers in terms of purchasing, financial and media behavior.

Another report the company uses is a business/employee database. It allows the user to identify the business, competitive and employment mix in the selected area.

"All of these random pieces of information - mapping, expenditure reports, shopping center reports - are wrapped up in one interlocking system which can be put into our mainframe and manipulated with other software packages. Having this in-house capability puts us in complete control."

Jerriann King

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for a demographic report on a particular location. A member of the market planning staff locates the site on a map and then uses the system to determine the latitude and longitude coordinates of the location. The location coordinates and various other codes are used to develop a "site record," a fill-in-the-blank report detailing the location and the type of reports to be created.

Homart

The ability to run reports and do more analysis with a very quick turnaround time has also saved Homart Development Co. time and money. The Chicago-based developer of shopping centers and office buildings can now more quickly look at more potential markets/sites for their shopping malls in any part of the country.

"The NDS system allows us to do preliminary screening very quickly and easily for markets and sites which need to be reviewed," says James Brand, real estate analyst at the firm. "This first pass analysis provides us with verifiable census data for the market areas we define."

Southland

Southland Corp., operator of the largest convenience store chain in the world such as 7-Eleven and Quik Mart, uses NDS databases in combination with other company reports.

The consumer expenditure database produces one-page reports with potential consumer expenditure data for 10 major retail trade categories, shopping center square footage and a retail saturation index for each trade area. These reports accurately identify areas of high and low demand for products and services.

"We use those reports with our known demographics to see if we get a 'fit,' and/or if that location would be a

continued on p. 49



John Rogozenski
senior manager of market planning
Dunkin' Donuts of America, Inc.



Jerriann King
research systems manager
Southland Corp.

Computer interviewing gaining popularity

By Beth E. Hoffman
managing editor

If you had the choice, would you rather be in a job interview answering questions of your prospective employer face-to-face, or all alone, inputting your answers onto a computer keyboard?

If you're like most people and consider job interviews as pleasurable as a visit to the dentist, then the latter would be your preference.

For market researchers, computer interviewing is becoming more and more their preference as well for assessing things like product demand. Personnel officers prefer it to screen job applicants.

Why its popularity? Faster gathering



Ted Evans
manager of planning and analysis
Chevron Corp.'s Ortho Consumer
Products division



Don Marshall
manager, quantitative analysis
Smith Kline & French Laboratories

and analysis of data, say its users. Furthermore, some seem to think respondents answer more truthfully to a computer than face-to-face to another human being.

"The technique is state-of-the-art," says Ted Evans, manager of planning and analysis at Chevron Corp.'s Ortho Consumer Products unit in San Francisco.

"It seems to make the respondent



ORTHO

more comfortable and provides more time and reflection in answering the questions. Compared to personal interviews or mail surveys, we really believe the results are more representative of people's attitudes and opinions."

Chevron used the tool, provided by a software supplier, about two years ago on its field marketing people. Chevron asked the 140 employees nationwide to assess the company's marketing strategy as well as questions about their job.

The computer interviewing technique was opted over the paper and pencil method to prevent the employees' supervisors from "hovering around and looking over their shoulders." Says Evans, "That can be very intimidating."

Reducing intimidation

Because many sales people work out of their homes and don't have PCs, respondents were asked to go off the work-site to complete the approximately 30 minute interview. If they didn't have access to a personal computer, they were instructed to go to a computer store and, if necessary, pay for the use of the machine. Needless to say, only two were required to hand over the \$5 or \$10 "rental" fee.

Disk and letter

The floppy disk each participant received stored both open-ended and scaler-type questions. In addition, each respondent received a letter which guaranteed their anonymity and provided the basic instructions for completing the interview. The interview was to be completed and the floppy disk returned in two weeks.

Machine-readable

"One of the big advantages of the data being on a floppy disk is that it's in machine-readable form," says Evans. "This speeds up the data analysis tremendously. With hand-written surveys, the data would have to be key-punched and cross-tabulated. Not only is the paper and pencil method time-consuming but it leaves room for transcription errors."

Company adjustments

The results from the research showed that Chevron needed to improve its point of sale materials, adjust its advertising and make some minor shifting of workloads. Getting this kind of employee participation is high on the company's priority list, says Evans.

"We like active employee input at all levels of the organization on how we might improve as a whole. We can't assume the study was fully responsible, but we believe there's been an improvement in employee performance and productivity. That's the name of the game."

Evans warns those who seek employee input to remember a very important premise.

"You must genuinely want this kind of information and be willing to use it to improve your company. You must also be willing to accept the fact that there are some good ideas out there, ideas besides your own."

Product potential

For yet another purpose, Smith Kline & French Laboratories in Philadelphia, manufacturer of pharmaceutical and hospital products, uses com-

continued on p. 10

NAMES OF NOTE

John Mason has been named vice president of the Chicago marketing group of NFO Research, Toledo. He was formerly general manager of the Majers Corp. office, Chicago.

Ron Arden and **Nick Mysore** have joined HTI Customs Research, a division of the NPD Group, Port Washington, NY, as account executives. Arden was formerly with Decisions Center and Mysore was with NFO Research.

Kathleen Moran has been promoted to research director, Washington office of Opinion Research Corp., from research associate.

James Carter, vice president, general counsel, has been named to the board of directors, Nielsen Media Research, Northbrook, IL.

Corinne Maginnis has been named to the new position of corporate senior vice president, from executive vice president, production services, Mar-

keting Research Group. Also, **Jack Wolf** has been named to the new position of corporate senior vice president, database marketing, from executive vice president, marketing services group, Dallas.

Gary Johnson has joined Rockwood Research, St. Paul, MN, as account manager. He was formerly with Plasmann & Assoc., Minneapolis.

Jeffrey Harris has joined International Communications Research, Inc., Media, PA as vice president. He was previously vice president, client services, at R.H. Bruskin Assoc.

Mel Miller has been named president of Mel Miller & Associates, New York, a qualitative research company. He was formerly doing qualitative research work at ASK Assoc.

Alan A. Roberts recently retired from Continental Grain Co., Chicago, as manager of market research, Wayne Feed Div.

Larry Herman has joined Guideline Research Corp., New York, as vice president. He was formerly vice president and group head with Admar, New York. Joining Guideline Research West, Los Angeles, is **Steven Sato** as general manager, vice president. He was formerly with Lieberman West, Los Angeles.

Robert McCann will join SAMI as senior vice president, sales & marketing. McCann has been heading the marketing and development efforts of ScanAmerica, a joint venture between SAMI/Burke and Arbitron Ratings. Prior to his ScanAmerica assignment, he served Burke Marketing Services in a general management position for the panel and media services division of the Test Marketing Group and as regional manager of AdTel. He is a former partner of Booz Allen & Hamilton, senior production manager at Colgate Palmolive and account manager at Grey Advertising.

continued on p. 16

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Salad dressing study

The market for salad dressings will grow at an average annual rate of 4.3% through 1992 - with retail sales rising to almost \$1.9 billion from their 1986 level of \$1.5 billion - according to a recently-published study by Packaged Facts. Annual growth of under 4% is projected for three of the segments in this market, i.e., pourable, spoonable and dry. However, for the fourth segment, i.e., refrigerated, a growth of more than 9% is forecast. More than 200 pages in length, the Packaged Facts study, *The Salad Dressings Market* covers the overall market as well as its four major segments, i.e., pourable, spoonable, dry and refrigerated. Leading marketers are profiled, and there are special sections on market size and growth, the competitive situation (including brand share), new product trends, national advertising expenditures and consumer usage. The study contains charts and tables as well as actual examples of advertising, both print ads and TV

storyboards. Contact Packaged Facts, 274 Madison Ave., New York NY 10016.

Auto reports

Chrysler's new Dodge Shadow, Plymouth Sundance and Pontiac's Bonneville are among the first models studied in a new series of Maritz Marketing Research auto reports. Just how owners evaluated these newly introduced vehicles and several others are contained in separate reports called "Initial Buyer Studies." Reports on the Dodge Dakota and Dodge Raider are also available. Studies to be released in March include the Toyota FX-16, Nissan Pulsar NX and Nissan Pathfinder. Each study is based on 200 completed phone interviews with the principle drivers of the vehicles. Study samples are drawn from those who bought the vehicles within the first full month after introduction. Contact Tim Rogers or Alan Vivian at (419) 841-2831.

Geographic levels

National Planning Data Corp. announces that new "levels" of geography will be included on the MAX Online Demographic Data Management and Reporting System. The new geographic levels include: minor civil divisions (in tracted areas); metro areas (both MSA and SMSA definitions); areas of dominant influence (ADIs); designated market areas (DMAs); and Census places; and "user-defined" areas. These levels are in addition to those already on MAX, namely: census tract, ZIP code, county and state. Having MAX treat each of these types of geography as a separate "level" makes it easier for users to obtain individual standard reports or specific demographic items for these areas, it is claimed. Contact National Planning Data Corp., P.O. Box 610, Ithaca, NY 14851. (607) 273-8208.

Names of Note

continued from p. 15

Stephen J. Beer has joined Commercial Federal Savings & Loan Assn., Omaha, as marketing research manager. He was formerly head of his own research consulting firm.

Amy Blonder has joined Newman-Stein Inc., marketing research, as group head. She was formerly group manager at Data Development Corp., New York City.

Christine R. Hanneke has been promoted to senior research associate at Fleishman-Hillard Inc. - Opinion Research Div., St. Louis. She was formerly research associate at the firm.

Karl Preuss has been assigned to a new position as senior vice president, general manager, Warehouse Withdrawal Services. Preuss joined SAMI in 1971 and most recently headed sales for the company.

Chip Certain has joined Research Alliance, San Francisco, as senior associate. He was formerly manager, consumer research, Dole Food Co.

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Research helps AT&T

Conducting telephone surveys, focus group sessions and mall intercepts are common procedure for market managers testing a product or service concept. It was also the preliminary research process AT&T used to find out what type of newsletter best appealed to its telephone customers in Minnesota.

"Stay In Touch,"™ the four-page AT&T newsletter which accompanies



customers' AT&T Long Distance bills each month, was first mailed to Minnesota customers during October, 1985. Two months prior to that, market research was conducted to test a variety of newsletter names, designs, formats and contents. After October, 1985, quarterly telephone surveys were conducted to test customers' reactions to the telephone bill and the newsletter. Additionally, a readers' opinion questionnaire was included in the sixth issue of "Stay In Touch" in March, 1986.

The first newsletter was sent along with the AT&T Long Distance bill to explain the new billing process. Prior to that, AT&T separate billing in Minnesota, Northwestern Bell handled billing for AT&T services.

Communication channel

In addition to explaining the billing procedure, the newsletter was to provide a more regular channel of communication between AT&T and its customers. The newsletter is a "team effort" of many departments at AT&T says Farideh Mohajer, consumer market strategy manager at AT&T and the "Stay In Touch" editor. Previously, no other regular source of printed information was available to AT&T residence customers.



sharpen its newsletter

"Our preliminary research indicated that there was a need for a regular channel of communication in our consumer markets. We also felt the need to establish a better and more consistent customer relationship," says Mohajer. "The newsletter is a way to communicate with our customers and to find out what information they want."

"Stay In Touch" was first tested in Minnesota as a possible two-way, interactive communication channel. One reason Minnesota was chosen as the "test site" was because the state has a large pool of AT&T long-distance customers. More than 1.1 million people receive the newsletter. Research results and customer letters which Mohajer receives daily indicate that those customers look forward to receiving their copy of the newsletter each month.

Newsletter research

A three-step process was involved in the preliminary newsletter research. First was a telephone survey, then focus group sessions and finally mall intercepts. All of the participants in the study were Minnesota residents and AT&T long-distance customers.

The telephone survey involved 200 respondents who were selected randomly out of the 1.1 million customer base. The purpose was to find out what name would be most appealing as the title for the newsletter. Out of the 22 names tested, "In Touch" was the one most favored. When it was learned that the name was already being used as the title for another publication, "Stay In Touch" was chosen.

"'Stay In Touch' fits more appropriately the image AT&T presents," says Mohajer. "It implies interaction and describes the relationship we have with our customers. We want to encourage them to contact us with any questions or problems they have re-

garding AT&T and we're always willing to contact them for whatever concern they might have."

Four focus group sessions involving 10 people in each group was the second part of the research effort. Samples of different types of newsletters were distributed among the respondents and a number of variables were tested. These were: the color of the newsletter, the format and layout, whether mat or glossy paper was preferred, the style of writing and how easily it could be read and the length of the articles.

The last step involved mall intercepts conducted at a large suburban shopping mall in the Minneapolis/St. Paul area. AT&T customers were shown five newsletter samples and five names and asked to comment on whether the names were in line with AT&T's image, the newsletter's attractiveness and creativity and the layout.

Newsletter changes

Since the first newsletter mailed, it has undergone several changes. Many of the changes resulted from customers' suggestions about its design or content. Some of the focus group participants, for example, didn't like the company's red, blue and black color stripes running across the top portion of the masthead. The suggestion was to run it along the side of the newsletter, on the left-hand border. That's now where the band appears. Other customers said they prefer the "In This Issue" box on the top part of the masthead so that they can easily find out the information included. It was then enlarged and spread out under the "Stay In Touch" title. Mohajer has made several changes on the newsletter herself. One of the more important changes has been her writing style which she says has "evolved" to accommodate the preferences of her readers. Another change has been in the name. Since October, 1986, the newsletter has been called "Stay In Touch - Minnesota."

The type of paper the newsletter has been printed on was also changed. Between October, 1985, and September, 1986, half of the newsletters were printed on a glossy-finished paper; the other half had a mat-finish. This was to find out which paper was most preferred. Many customers and focus group participants felt the glossy-finish had more glare and those with glasses had a more difficult time reading it. This type of surface was also considered impersonal and associated with paper many large companies would use in their mailings. This mat-finish didn't have the glare and was considered more warm and welcoming.

Mail survey

In March, 1986, six months after the first issue mailed, AT&T customers were mailed a survey to get their reaction to the newsletter and to find out what they were interested in reading about. Out of the 1.1 million survey

Continued on p. 20



Farideh (Faye) Mohajer is consumer market strategy manager at AT&T and the editor of "Stay In Touch." Prior to joining AT&T in 1983, Mohajer was an assistant professor in the communications department for two years at the University of Wisconsin, Whitewater. She also started and directed the university's public relations program. Mohajer has a Ph.D. in communication theory and research from the University of Southern California.

Editor's note: The AT&T "Stay In Touch" newsletter program has recently been expanded to Arizona.

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AT&T Newsletter

continued from p. 19

recipients, well over 15,000 mailed back the questionnaire.

One objective of the mail survey was to find out if the newsletter was meeting the objective of providing customers with information they needed and wanted to read about, says Mohajer. In addition, specific characteristics about the newsletter were tested. These were its informativeness, usefulness and liability. The results showed that 80% felt it was informative, 75% said it was useful and over 62% said it was reliable. More

"Our preliminary research indicated that there was a need for a regular channel of communication in our consumer markets. We also felt the need to establish a better and more consistent customer relationship. The newsletter is a way to communicate with our customers and to find out what information they want." Faye Mohajer.

than 70% mentioned that they would like to continue receiving the newsletter.

Other results from the survey showed that the customers wanted more information on AT&T long distance prices, followed by AT&T long-distance programs and billing and AT&T services. A second customer opinion questionnaire was included in the February, 1987, Vol. II, No. 5 issue.

Mohajer has been pleased with the number of people who read and rely on the newsletter and especially those who write her with comments, questions or suggestions for future issues.

"We'll never run short of copy," says Mohajer. "There are many things happening all the time at AT&T." **MRR**

Women executives earn half as much as male peers

Women executives earn only half as much as their male counterparts despite significant salary and career gains since 1980, a Heidrick & Struggles Inc. survey shows.

The study of women executives at the nation's Fortune 1000 companies shows that from the vice president's level on up, the average salary for women during 1986 was \$124,623. In a separate survey in 1985, the executive-search consulting firm discovered that their male counterparts averaged \$213,000.

The survey does show significant gains since 1980, however, the last time Heidrick & Struggles did a similar study. In 1986, the typical female officer's cash compensation was \$116,810. In 1980, less than 10% of the group earned that much. Moreover, four out of five women surveyed have reached the vice president level or above; in 1980, only one-third had. The overwhelming majority of the respondents were promoted from within their companies.

A description of the typical female executive is a contrast to her male colleagues, the study shows. According to the report, she is 44 years old, white and Protestant and has no children. Forty-one percent of the women are unmarried, compared with only 7.5% of the men. Female executives think many high-achieving women forgo children to stay on the corporate fast track.

Her 55 hours-per-week office life doesn't always derive satisfaction for her efforts. More than half of the women officers say they believe women are increasingly becoming self-employed because of managers' continued "discomfort" with women in executive posts.

Despite this, she wouldn't stay at home even if she were paid her full salary to do so.

Still other survey results include:

- Women find that their high rank sometimes causes conflicts with spouses. One of five married female executives resolves relocation conflicts by allowing the spouse with the

higher pay to govern those decisions. But of those earning more than \$160,000, one of four solves those problems with a commuter marriage.

- Forty-two percent of the women said there should be a national parental leave policy guaranteeing mothers or fathers their jobs if they take time off

to be with their newborn infants, but 40% disagreed.

- More than three-fourths believe "dressing for success" isn't limited to a suit and blouse at the office.

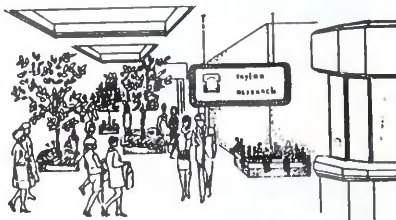
- When asked who is the "most influential woman in American business today," the women surveyed most frequently cited Katherine Graham, chairwoman and chief executive officer of Washington Post Co.

Released in December, 1986, the Heidrick & Struggles survey based its results on responses from about half of the 412 women sent questionnaires.

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Circle No. 36 on Reader Card

Conjoint analysis enhances computer-based interviews

Conjoint analysis is an information gathering technique which has increased the effectiveness of computer-based interviewing. This investigative market research method employs interactive software to determine buyer preference on a particular product.

Printronic, a manufacturer of computer printers in Irvine, Calif., recently sponsored a nationwide conjoint analysis project using interactive software provided by Trade-Off Research Services.

The objective of this direct-mail project was to identify the buying habits of present and future customers as well as those purchasers of competitive products.

"We are in a market-driven, competitive printer industry where the customer has many choices and options," says Jack Andersen, vice president of domestic marketing for Printronix. "It is critical for the growth of this company that we know why customers buy or reject some printers over others."

Sample testing

A pre-qualified list of decision-makers, i.e., presidents, vice presidents, sales and marketing managers and MIS directors, were sent 100 diskettes with an average completion time of one-half hour. The sample diskette was mailed to fine tune the program prior to mailing a quantity of 1,600 in early January, 1987, and to ensure that questions asked in the survey were being asked properly.

To date, Printronix has received a response rate of 50% and anticipates a 90% return.

Understanding the marketplace

Results received by Printronix management will help the company better understand the computer printer marketplace. The company will be able to identify its customer base, what the "hot" buttons are and what type of products customers want now and in the future. Furthermore, the results tabulated will be able to provide insight to current and future product needs.

Particular marketing strategies can also be developed, e.g., on how to engineer the product, if it's accurately

done to date, how to advertise the product and how best to sell it.

"It's critical to focus your product marketing message to the needs of the buyer," says Andersen. "If we have designed certain elements into our products and then fail to promote them, we lose market share. That's the bottom line, so it's important to know as much as possible about the buyer."

1,600 diskette surveys

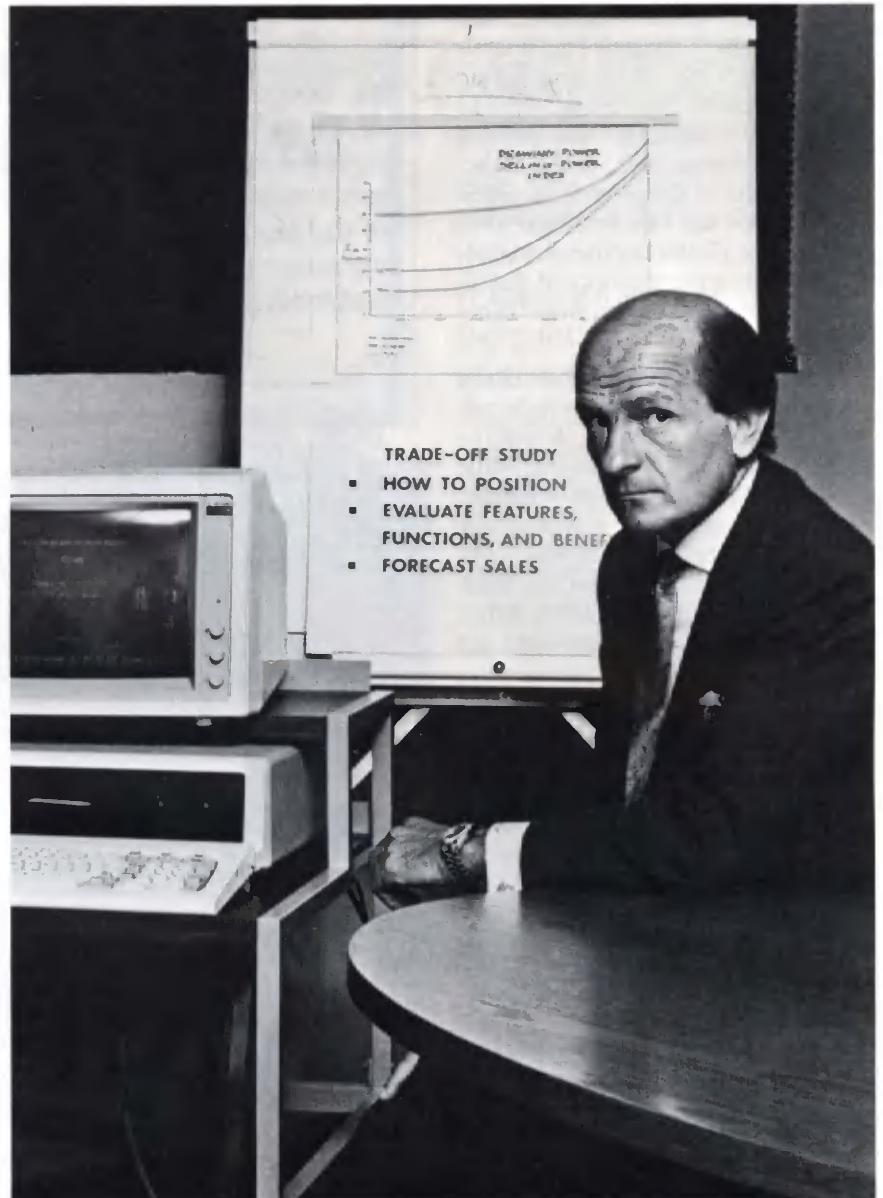
During January 9-16, 1987, Printronix mailed 1,600 diskette surveys to a pre-qualified list of decision-makers. The surveys were divided according to

the price range of the printers with only slight differences in the survey questions in both groups. Pre-qualifying also determined whether or not decision-makers were planning on purchasing new equipment and when and the willingness of the decision-makers to participate in the survey.

Cross-reference

Upon completion of the project and in characterizing the marketplace,

Jack Andersen
vice president of domestic
marketing
Printronix



"We are in a market-driven, competitive printer industry where the customer has many choices and options. It is critical for the growth of this company that we know why customers buy or reject some printers over others."
Jack Andersen

Printronic will be able to cross-reference various respondents (e.g., MIS managers only; companies under \$10 million; IBM-PC users only) to help identify and define vertical market potentials.

Additionally, "what if" analysis can be generated from the results. For example, if the speed of a printer were increased, with everything else remaining constant as it relates to quality and performance, how would this new input affect the current marketplace share?

Accurate data

Independent studies have shown that computerized interviewing results in more accurate data. Interviewer bias is eliminated, allowing the respondent to ponder a question as long as necessary without feeling pressured by an interviewer.

According to Andersen, "It provides Printronix a cost-effective, very accurate method of reaching lots of people in a very fast time frame and predicts how customers will make buying decisions." MRR

Divorce rate peak may drop by 1990

The high rate of divorce in the U.S. has peaked and may even drop by 1990, Census Bureau researchers indicate.

Their study shows that older baby-boom women will probably have the highest divorce rate in American history. Meanwhile, the younger baby-boomers are predicted to divorce less frequently, reports Arthur Norton of the Census Bureau's population division.

Norton, along with coauthor Jeanne Moorman, a Census Bureau demographer, base their projections on 1985 statistics. As many as 60% of women 30 to 39 will divorce compared with 24% of women in their 50s and 36% of women in their 40s.

Norton says women in their 30s have a high divorce rate because they were in the forefront of social change. Extreme changes such as delaying marriage to pursue college and a career put a tremendous burden on these women.

Younger baby-boomers, on the other hand, are expected to divorce less frequently because they have developed a more realistic set of expectations.

Furthermore, the study also found that marriages are more likely to last if the bride and groom are older when they marry. In 1985, 32% of women married before age 20 had divorced, compared with 20% in 1970. Additionally, women in their 30s with a college degree were not as likely to be divorced as less educated women, the researchers found.

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Workers over 50 highly valued by employers

Workers age 50 and over are highly valued by their employers for their experience, knowledge and work habits, says a survey conducted for the American Association of Retired Persons (AARP). The survey of personnel managers at 400 diversified companies found that 90% of the employers believe older workers are cost-effective.

"The number of young people is declining and businesses are finding themselves shorthanded," says Fran Rothenstein, director of research for the National Alliance of Business in Washington, D.C.

By the year 2020, the number of those 65 and older is expected to nearly double, Rothenstein says.

Furthermore, 86% of those personnel managers believed older workers as punctual and having good attendance; 82% agreed that older workers have a commitment to quality and 71% felt older workers had a solid

performance record.

One corporation which has launched a training program for prospective employees age 55 and over is McDonald's. The program, called "McMasters," is conducted in Dallas, Tulsa, Baltimore, Seattle, Detroit, Denver and Washington, D.C. McMasters job coaches (outstanding managers from company-owned stores) train the older employees.

The program, which currently has over 1,000 enrollees and is expected to grow, channels these older employees into positions such as drive-through attendants, administration assistants, hostesses, hosts, salad makers and biscuitmakers.

Corning Glass Works in Corning, N.Y., has hired retirees for short term projects over the past four years because they are considered more motivated and better trained than temporary workers.

AARP has long supported such efforts in the private sector and established a Worker Equity Initiative to advocate equal rights for the nation's older employees.

High quality is choice in quality/cost debate

High quality can be the only choice in the debate between cost and quality, according to representatives from four major U.S. corporations. The objective for all, however, will be to maintain the tenuous balance between the two by striving to achieve high quality at low cost.

These were comments made by representatives from GTE, Campbell's, The New York Times and Volvo in a panel discussion sponsored by Total Research Corp., Princeton, N.J. Panel members discussing "Cost vs. Quality: Strategic Optimization" included Michael Hartman, marketing services director, GTE Midwestern Telephone Operations; Richard Nelson, group manager, Campbell Soup Co.; Susan Greendale, marketing director, The New York Times and Gus Diaz, marketing research manager, Volvo Cars of North America.


The following are some of the highlights of their remarks:

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What is your company's current position on cost vs. quality? Gus Diaz, Volvo: "We are obviously not the lowest priced car on the market, but what we try to do is to create an aspect of fair value to the consumer. And that's really our benchmark and our strategic focus. You get a certain amount of quality, you do pay somewhat of a premium price, buy it's worth it because value and quality are readily apparent to the consumer."

How do you define quality? Richard Nelson, Campbell's: "We can't define quality. The consumer defines quality. Very rarely is it an absolute thing. It's relative to other trade-offs that consumers have..."

Can you change quality perception simply through advertising, with no change in the product itself? Susan Greendale, NYT: "You can alter (quality image) in the short run but if the product doesn't deliver after a product trial, you're in a worse situation than you were before you invested the money in altering the image."

Where do you think businesses in general are moving in terms of balancing

cost and quality? What will the priorities be in the next several years? Michael Hartman, GTE: "I think we're going more towards quality because the ability to produce the technology in both products and services is coming down in cost. It's available to everyone. The world is going to swing more towards quality and customized services."

Executives often avoid 'teamwork'

"Teamwork is reported to be less than 40% among top-level corporate teams who work together, says Robert Lefton, president of Psychological Associates, a training company. One-third of the time, the group leader takes control to avoid opposition, he says.

Collaboration is distrusted and considered "soft" and "unbusinesslike" by many executives, says Lefton. The hard-nosed, authoritarian approach is the style preferred. Also, executives feel uncomfortable with brainstorming which requires them to sit back and reflect on goals and strategies.

Poll says spiritual growth top priority

Personal spiritual growth is considered the top priority for Christians, a Gallup Poll reports.

The poll, commissioned by the Robert H. Schuller Ministries, states that among 39% of Americans nationally, "concentrating on the spiritual growth of one's family and self" was the most important. Next was winning the world for Jesus Christ (27%), supporting community causes (15%), strengthening the local church (6%) and influencing legislation on important issues (5%).

George Gallup, director of the polling organization, says what surprised him was that personal spiritual growth was the first priority of all kinds of Christians except for evangelicals and political conservatives. In both instances those groups said winning the world for Christ was most important (48% for conservatives and 62% for evangelicals).

The poll involved personal interviews with 1,522 adults, 18 and older.

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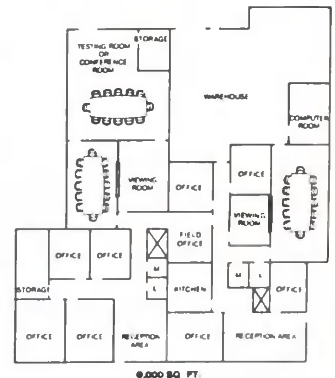
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Taking the risk out of buying PC software

By Joseph Curry

These days, you can't read a marketing trade publication without encountering ads for research software - cross-tabs, statistical packages, focus group databases and interviewing software packages. The software publishers are telling you that "everyone's doing it" and urging you to take the plunge.

Don't panic and rush to buy. The right software can do the things the advertisers tout: increase productivity, accuracy and cut costs. The wrong software, however, will not.

Marketing research software is expensive and to a far greater extent than word processing and database packages, it is your business. Its purchase should be carefully considered. Here are my suggestions for taking the risk out of buying software:

Learn what's available: In the past this wasn't easy. The main source of software information was the major PC publications that, except for an occasional statistical package review, didn't cover marketing research software. Today there are a number of publications that list software of interest to marketing researchers. Here are some of them:

- *Directory of Software for Marketing and Marketing Research (AMA Marketing News)*

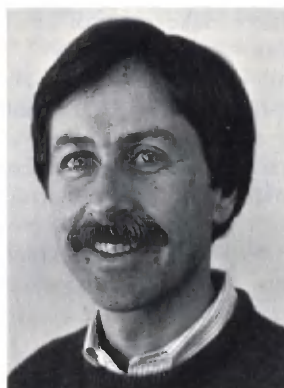
- *PC Software for Marketing and Sales (Gordon Publications)*

- *PC Week's Buyers Guide to Statistical Software*

- *Quirk's Marketing Research Review*

- *The Directory of Statistical Software (Marcel/Dekker)*

- *The Marketing Services Guide (AMA)*



Joseph Curry is a vice president of Sawtooth Software, a company that writes and markets microcomputer software for marketing research. Previously, he was research director at Future Computing, a marketing research company specializing in the personal computer industry. Since 1978, Curry has been involved in the development of microcomputer software systems for interactive interviewing and data analysis.

Other sources include: conferences (and exhibits) sponsored by the American Marketing Assn., the Marketing Research Assn., the American Statistical Assn., the American Sociological Assn., the Advertising Research Foundation and seminars offered by local colleges and universities.

Read reviews: Here's a list of publications that regularly review software related to marketing research:

- *American Statistician*
- *Journal of Marketing Research*
- *Marketing News*
- *OR/MS Today*
- *PC Week*
- *Public Opinion Quarterly*
- *Social Science Microcomputer Review*

Call and ask the software publisher where his package has been reviewed. Reviews can give you information about a specific package, as well as help you develop your own evaluation criteria.

Two words of caution regarding reviews: First, the rating a reviewer gives a package depends on the criteria he uses. These may not be the same ones that are important to you. Second, reviews are dated. Software publishers generally release updates that correct problems noted by reviewers. If a review points out a problem that is important to you, check with the software publisher.

continued on p. 47

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- Company Listings p. 28
Section I, Data Processing p. 33
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Section IV, Software For Use With Mainframes p. 41

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See Advertisement Page 36

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See Advertisement Page 38

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Sections III, IV

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Tel. 919/823-0950
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375 Concord Avenue
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Tel. 617/489-4492
Sections II, III, IV

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4030 Moorpark Ave., Suite 123
San Jose, CA 95117
Tel. 408/985-7400
Section III
See Advertisement Page 55

Strawberry Software, Inc.
42 Pleasant Street
Watertown, MA 02172
Tel. 617/923-8800
Sections I, II, III
See Advertisement Page 32

Survey Sampling, Inc.
One Post Road
Fairfield, CT 06430
Tel. 203/255-4200
Section IV

Surveytab
P.O. Box 1705
Glen Burnie, MD 21061
Tel. 301/787-1233
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1218 Massachusetts Ave.
Cambridge, MA 02138
Tel. 617/547-6475
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2902 Central Street
Evanston, IL 60201
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Sections III, IV

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934 Pearl St., Suite C
Boulder, CO 80302
Tel. 303/449-5815
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Cary, NC 27511
Tel. 919/481-4444
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Deerfield, IL 60015
Tel. 800/535-8888
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Great Neck, NY 11024
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Tel. 317/843-3939
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Walonick Associates
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Minneapolis, MN 55423
Tel. 612/866-9022
Section III
See Advertisement Page 39

Jan Werner Data Processing
19 W. 44th Street
New York, NY 10036
Tel. 212/398-6744
Section I

Wisard Software Co.
P.O. Box 19730
Green Bay, WI 54370
Tel. 414/432-6700
Section III

World Research Systems, Ltd.
P.O. Box 1009
Palatine, IL 60078
Tel. 312/991-1122
Branch: 3007 Washington Blvd., Ste. 225
Marina del Rey, CA 90292
Tel. 213/306-0163
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```

Table: 30                               Job: PCWEEK
-----
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DEMO
-----
Stub 3R  Male  Female  Under  35-44  45 &  Under  $1M-  Over
1  Very High  35  35-44  over  $1M  $5M  $5M
2  High
3  Medium
4  Low
5  Very Low
6
7
8
9
10
-----
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Insert
Delete
Undelete
Job Setup
Quit
  
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SECTION I

COMPUTERS FOR MARKETING CORPORATION—Operates two service bureaus (Denver and San Francisco) which provide complete data processing services. Capabilities include data entry, cleaning, table production and statistical testing using CFMC's proprietary software on the HP 3000.

CREATIVE RESEARCH SYSTEMS—Offers data processing services including data entry, verbatim coding and camera ready tables. Have been in business for four and one-half years with staff experience on both the supplier and client side of the research business.

DATALOGICS—Has offered data tabulation services since 1980 including crosstabs, multivariate, and conjoint. Free software provided to heavy use clients.

DECISION DATA, INC.—Offers full range of data tabulation services.

MARKETEAM ASSOCIATES—Full tabulation services available.

MICROTAB, INC.—Offers full-service data processing from data entry to complex table productions. Can input data directly from paper questionnaires, work with data bases created by CATI interviewing systems or accept data in the industry standard IBM 360 column binary format. Finished tables can be transmitted via telephone wires for faster turnaround. Tabulation has been provided since 1980.

PINE COMPANY—Offers survey data processing service including data entry, coding, cleaning, crosstabulation and multivariate capabilities. Use IBM mainframe. Offer timeshare services. In business 20 years and have 50 employees.

SPENCER RESEARCH—Offers state of the art cross tabulation services.

STRAWBERRY SOFTWARE, INC.—Offers complete survey tabulation services including coding, editing, data entry, cleaning, tabulation, multivariate, charts and graphs.

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Computer For Marketing Corporation

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Creative Research Systems

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Hodges & Associates

R Isaacs Computing Assoc.

Marketeam

Microtab, Inc.

Mnemonics, Inc.

Pine Company

Statistical Analysis

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Walker Research, Inc.

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Burgoyne Information Services

Michael Blatt & Company

Bolding Tab Services, Inc.

Computers For Marketing Corporation

Consulting Hardware & Processing

CRC Information Systems, Inc.

Creative Computer Services

Creative Research Systems

Databank Marketing Research, Inc.

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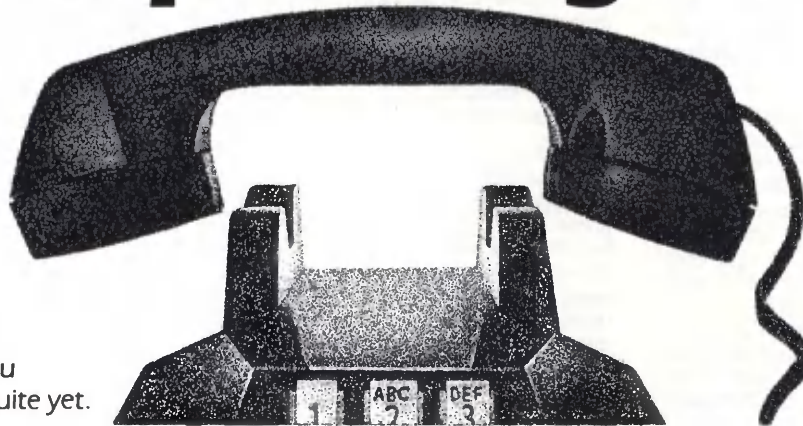
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Section II - Statistical Analysis

SECTION II

COMPUTERS FOR MARKETING CORPORATION—Provides database consultation, set-up and on-going management. Staff is experienced in writing questionnaires for computer-assisted interviewing on HP3000 and PC's.

CREATIVE RESEARCH SYSTEMS—THE SURVEY SYSTEM—Complete system for the entry, editing, processing and presentation of questionnaire data. Produces camera-ready tables which can include banners, weighting, filters, statistics, etc. Also produces bar charts. Runs on IBM, PC, XT, AT, or compatible. **THE STATISTICS MODULE**—Optional expansion of THE SURVEY SYSTEM which adds correlation, multiple and step-wise regression, ANOVA and additional statistics. **THE VERBATIM MODULE**—Optional expansion of THE SURVEY SYSTEM which adds the ability to code and report the actual responses to open-ended questions. **THE INTERVIEWING MODULE**—Optional expansion of THE SURVEY SYSTEM which turns an IBM, PC, XT, AT or compatible computer into a CRT interviewing station. Includes skips, logic checking and question and/or answer randomizing (rotation).

DECISION DATA, INC.—Offers full range of statistical analysis.

MARKETEAM ASSOCIATES—Full marketing research analysis capabilities. Several Ph.D.'s on staff experienced with economic forecasting, segmentation studies, scaling, logit analysis, etc.

MARKET RESEARCH—Offers the full range of statistical analysis.

P-STAT, INC.—In business since 1979. Offers in-house analysis of survey data.

PULSE ANALYTICS, INC.—Has been doing statistical consulting since 1976 to the marketing research industry. Thorough knowledge of mathematical and statistical modeling; in-depth background in all levels of computer and information sciences. Services include consulting, program and product development, systems and program analysis and statistical processing of data and data bases.

SPENCER RESEARCH—Provides full range of statistical analysis services.

STRAWBERRY SOFTWARE, INC.—Offers a full range of statistical services. Employs 6 experienced analysts.

STATISTICAL ANALYSIS SERVICES

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Analysis & Forecasting, Inc.
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Computers For Marketing Corporation
CRC Information Systems, Inc.
Creative Computer Services
Creative Research Systems
Decision Dats, Inc.
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Statistical Innovations, Inc.
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Section III - Software Programs For Use With PC'S

SECTION III

BUSINESS RESEARCH & SURVEYS - TABULYZER—For survey analysis and camera ready reports. For IBM/PC and compatibles. Features data entry; verification; crosstabs and marginals; open-ended and multiple response questions; multiple banners; statics; weighting; filtered analysis; labeling; editing; frequency counts and percentages (row, column, respondents, responses, nets), use with most spreadsheet, charting and processing programs.

COMPUTERS FOR MARKETING CORPORATION - SURVENT—For conducting computer-assisted interviewing, whether stand-alone (malls) or networked (telephone centers). Various modules enable users to write and administer questionnaires using complex logic conditions, length response lists, etc. Network mode enables supervisor monitoring, on-line quota control and other telephone interviewing requirements. **NANOPUNCH**: a key-to-disk data entry system for IBM-PC's and compatibles. Designed to simulate the familiar IBM punch for rapid, columnar-style data entry needs. It accepts either single or multi-punched, alpha, numeric, or alphanumeric data, fields, ranges, etc.

DATALOGICS - RxTAB PACKAGE—Full featured cross tab package for generating camera ready data tables. Menu driven; includes data entry and statistical analysis modules. Interactive tutorial teaches basic thru professional techniques. **RxCONJ**—Conjoint analysis for PC's. Program generates utilities by

respondent, or for the general sample, or both. Also prints respondent ID number and Spearman's rank correlation by respondent. Program handles symmetrical or Orthogonal designs.

DIGIDATA—Entry system uses a supplied digitizing tablet to permit fast, accurate entry of data directly from survey questionnaire or answer sheets. Multiple page forms and oversize forms can be handled. Operator can enter answers in any order and blank answers can be skipped. Requires IBM PC, 256K. Output is standard sequential ASCII file.

DOWNIE-PINE COMPANY - D.P. CUBE—Complete cross-tabulation package from data entry through report presentation. Includes a comprehensive report generator that allows analyst to directly turn cross-tabulation into report-ready tables. Three dimensional graphs using familiar word processing techniques.

MARITZ MARKET RESEARCH - EXPLORER—A computer-based decision support system which allows researchers to run cross-tabulations, produce graphs and charts as well as conduct statistical tests. No prior computer experience is needed.

MICROTAB, INC. - MICROTAB CROSS TABULATION SOFTWARE—Provided in three different editions. Provides every data tabulation capability. Menu driven. **MICROTAB DATA MANIPULATION SOFTWARE** interacts with the above to manipulate data and perform statistical tests. **MICROTAB ONE BY ONE PLUS**

SOFTWARE generates marginals, graphs of numeric data fields and unlabel one by one tables. Recoding capability and hard copies of marginals and arrays. Keypad data entry plus key verification. Also accepts data in ASCII or in standard IBM 360 column binary form. **MICROTAB DATA ENTRY SOFTWARE** converts IBM PC to a keypunch machine (IBM 360 column binary format). Key verification included. **MICROTAB CONVERSION SOFTWARE** converts data from one format to another (IBM 360 column binary to ASCII or vice versa).

P-STAT, INC.—P-Stat combines statistical analysis with cross-tabulation, stub-and-banner displays, report writing, data and file management and data validation. P-STAT on a PC is identical to the mainframe program and requires 640K of RAM, a hard-disk, and math co-processor. P-STAT features a fourth generation command language, online HELP and an interactive EDITOR.

PULSE ANALYTICS, INC.—PULSE/MPC is a research technique to measure brands comparative position. The respondents' rank or indicate preferences which are aggregated into pairwise comparisons. The results are expressed in terms of market or preference shares. PULSE/RSAMP generates complete and incomplete block design random samples; automatically balances for number of exposures, position in the rotation, and paired comparisons while allowing for

research constraints. Useful for research design in which subsets of brands/products must be shown and balancing of exposures must be maintained. PULSE/QSEG is a method of dividing respondents into homogeneous market groups. The Q-factor analytic method optimally derives market segments which in turn are the basis of the profile of needs, attitudes, perceptions, and opinions of brands and products. PULSE/QUAD derives measures of brand performance in terms of satisfaction as related to importance. Relative positions of importance and satisfaction are plotted on a graph which depicts the strength and weakness of the brand. Brand quadrant locations represent the factors of strength, vulnerability, opportunity and dormancy.

SAMMAMISH DATA SYSTEMS, INC.—DIDS is a menu driven statistical mapping package. Rapidly prepares maps for states, counties, minor civil divisions, zip codes and Census tracts. Allows full customization of maps with zooming, user defined legends and 5 types of automatic statistical reclassification. Imports data from keyboard, Lotus files, ASCII data. QUICKMap is a budget priced thematic mapping software package. Prepares high quality maps of statistical data for zip codes, census geography, states and counties. Complete user control over zooming, panning, colors, and geographic codes. Keyboard data entry or from other popular software. **CENSUS DATA SYSTEM** is an interactive data display and analysis system for 1980 census data files. Data files available from state/county level down to enumeration district/block group. Menu driven. **GEOSIGHT** is a complete geographic information system for sales and marketing professionals. Can access up to 10 geographic layers and independently display data for different layers. Can map point reference data (e.g. carrier routes) simultaneously with other data. Multiple data variables can be logically related and displayed. Sales territory version also available.

SAWTOOTH SOFTWARE, INC.—Ci2 SYSTEM creates and administers questionnaires using IBM PC's and compatibles. Writer controls question type, skip patterns, randomization, acceptable responses and screen colors. Results analyzed using any crosstab or statistical software. Links to conjoint or perceptual mapping. **ADAPTIVE CONJOINT ANALYSIS SYSTEM** is used with IBM PC's and compatibles. Includes computer administered questionnaire, utility calculator and market simulator. System determines questionnaire design for up to 30 attributes with 9 levels per attribute. Utilities calculated automatically for each respondent. Four models for predicting choice. **ADAPTIVE PERCEPTUAL MAPPING SYSTEM** is used with IBM PC's and compatibles. Includes computer administered questionnaire, discriminant analyzer, routing for plotting on-screen maps and simulator. Simulator estimates how product image changes would produce changes in

market preference. **Ci2 CATI SYSTEM** is a computer aided interviewing system using IBM PC's and compatibles connected by a local area network. Offers automatic call management, auto-dialing, quota control, disposition monitoring and interviewer productivity reporting. Generate sample manually, household +1, randomly, or transfer from Survey Sampling disks. For 6 to 36 interviewing stations. Controls 5 studies simultaneously.

STRATEGIC LOCATIONS PLANNING—ATLAS AMP is a mapping software program that lets the user generate maps and display data on any geographical level. It provides benefits for site location, target marketing, market research, advertising studies, sales performance analysis, political analysis, customer penetration studies and a variety of other areas.

STRAWBERRY SOFTWARE, INC.—A-CROSS, using the familiar spreadsheet interface, allows the user to see their tables as they are built. It is multitasking and operates in the background. A-CROSS can write out its tables directly to Lotus 1-2-3. Features include weighting, ranking, conditionals, nets, and statistics. It reads ASCII, column binary and dbase files.

WALONICK ASSOCIATES—FORECAST PLUS is a time-series forecasting package. It uses historical data to produce short and long-range predictions of the future. Graphics make it possible to use sophisticated forecasting techniques, even without previous forecasting experience. The package includes modules for data management, exploratory analysis and forecasting. **GOODNESS-OF-FIT** is a complete interactive regression package for professional researchers, scientists and economists. It is able to build and modify complex regression models. Package is command driven. **STATPAC GOLD** is a fully integrated package containing a complete data management system, basic and advanced statistics, tables, graphics, and utilities. Quality control and forecasting options are available.

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Addison-Wesley
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Core Analytic
Creative Research Systems
Datalogics
Datamension
Decision Data
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P-Stat, Inc.
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Significant Statistics
Spencer Research
SPSS, Inc.
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Walonick Associates

BRAND SHARE ANALYSIS

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Microtab, Inc.
The Sachs Group
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Detail Technologies
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Mnemonics, Inc.
The Research Group
SPSS, Inc.
Viking Software
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Persimmon Software
The Research Group
Sawtooth Software, Inc.
Viking Software
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Significant Statistics

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Microtab, Inc.
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Geosoft
GSI/Tactics
Sammamish Data Systems

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Regular type savings account or money market account	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A money fund type savings account	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Certificate savings under \$10,000	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Certificate savings \$10,000 or more	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Individual Retirement Account (IRA)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Second Mortgage Loan (Home Equity Improvement Loan)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vehicle Loan (Car, Truck, or van)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreational Vehicle Loan (Boat, Motor Home, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Signature or Personal Loan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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continued on page 48

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ware publisher to see if it has been corrected.

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Collect information on several packages. Software publishers emphasize a product's strengths and so their literature is naturally biased. You can get a more balanced picture by collecting information from several publishers.

Call the software publisher with specific questions: Think through how you will use the software, define your needs and how they would be affected by the package's limits. Identify the specific requirements you have that aren't addressed in the publisher's literature, then call the software publisher and ask about these requirements. Stick to factual questions such as "Is the package copy protected?" or "Is there a money back guarantee?" Avoid asking the software publisher his opinion about his package.

Talk to users: Once you have narrowed your choice to two or three packages, talk to users you know or ask the publisher to give you the names of people, similar to yourself, who are using the software. This is your best source of information. Ask users:

- How well does the package do the job? What, if any, are the major limitations?

- Is the software easy to use? Is the documentation well organized, clear and accurate? What level of computer knowledge is necessary?

- Does the software have serious bugs? If so, has the publisher acknowledged them? How quickly have past bugs been fixed? What is the policy about distributing fixes?

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- What is the maintenance and support policy? How much does it cost? How quickly are support problems handled? Are the support people knowledgeable and helpful?

Also, ask users about specific requirements that are critical to you. If a demo disk is not available, arrange to have a user show you the package in operation.

Customer support is probably the most important issue, second only to the package being well-written. The "period of adjustment" and "learning curve" for software is often underestimated by both the software publisher and the user. Be sure the software publisher is committed to maintaining and

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October/November	Packaging Research	Permanent Shopping Mall Research Facilities
December/January	Focus Groups	Focus Group Facilities
February	Business-To-Business Research	
March	Data Processing	Data Processing Services and Software Programs Designed for Research

Focus group changes

The following are changes and omissions in the focus group directory that was included in the December/January issue:

Nichols Research, Inc.
NewPark Mall
Newark, CA 94560
(415) 794-2990
Contact: Jane Rosen

Mid-America Research, Inc.
DeSota Square Mall
Bradenton, FL 33505
(312) 329-0800
Contact: Betty Jorgensen
1-3-4-6-7A

Schwartz-Field Services, Inc.
9211 Lazy Lane
Tampa, FL 33614
(813) 933-8060
Contacts: Bonita Schwartz
Jodie Schwartz
1-3-5-6B

Roger Johnson & Associates, Inc.
150 N. Santa Anita Ave., Suite 645
Arcadia, CA 91006
(213) 681-4231
Contacts: Shula Merton
Roger Johnson
1-3-5-6-7B

Mid-America Research
Lenox Square Mall
3393 Peachtree Rd. N.E.
Atlanta, GA 30326
Contacts: Joan Ferdinands
Harriet Borgart
1-3-4-5-6-7A

CHAPEL HILL

FGI Research
700 Eastowne Dr.
Chapel Hill, NC 27514
919-929-7759
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Leonard Lind
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continued from page 44

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good spot for a particular type of store," says Jeriann King, research systems manager at Southland.

"This base report is just a building block," continues King. "We use that information along with other research data."

The base report is also used for developing promotional pieces for stores that are featuring special products or services.

In-house control

Like the companies previously mentioned, King says developing a report meant having to pull information from a variety of sources. This lack of synergy required a lot of extra effort in putting all of the data together.

"Now all of these random pieces of information - mapping, expenditure reports, shopping center reports - are wrapped up in one interlocking system which can be put into our mainframe and manipulated with other software packages. Having this in-house capability puts us in complete control."



8-hour workdays most productive

Employees are most productive when they have flexible, eight-hour workdays, a survey of officials from some of America's largest companies reports.

The survey of vice presidents and personnel directors of 100 American corporations was conducted by an independent firm for Accountemps, a temporary business personnel service.

The executives were asked how many hours they believed should be in an average workday to get maximum efficiency and productivity from their employees:

- 57%, eight hours
- 1%, five hours
- 2%, six hours
- 10%, seven hours
- 8%, seven-and-a-half hours
- 6%, seven and three-quarter hours
- 2%, eight-and-a-half hours
- 6%, nine hours
- 5%, 10 hours

For top work performance, the top executives recommended an average of 7.9 hours a day, said Marc Silbert, Accountemps vice president.

Furthermore, 54% of the survey respondents believed that workers who were permitted to select their own schedule were more productive. Only 12% said they were less productive.

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puters to evaluate the potential for certain products within a particular market. Depending on what is being tested, their respondents are either doctors or hospital pharmacists.

The technique they use on the computer is called "conjoint analysis." It involves asking a series of questions, ones which are based on the answers to previous ones, to find out what features the respondents are willing to give up to get an improvement on another product feature.

One study the company recently conducted involved packaging options for a prescription drug and price-sensitivity. The objective was to find out from hospital pharmacists what would happen to the sales volume of the product if its price was raised or lowered.

Another study evaluated the market potential for a new product. The doctors were asked a series of questions about the trade-offs they would make in choosing to prescribe a new drug. For example, a doctor might be asked if he would be willing to accept a product with slightly more side effects if that product was also slightly more effective.

The whole process of evaluating the potential for a new product usually takes about three months, says Don Marshall, manager, quantitative analysis for Smith Kline.

It begins with a product management request to investigate a new competitive product on the market. The product analyst then helps develop a hypothetical drug profile. Next, a questionnaire is created and then fielded at a medical convention and other locations where the respondents are chosen. After analyzing the results, a simulation model can be devised which will indicate what the market share of a new product with that profile should be.

The value of computer interviewing is that it can easily handle more drug attributes than the paper and pencil method.

"The paper and pencil survey is also very costly and time-consuming because all the answers need to be coded

and key-punched and then a simulation model developed," explains Marshall. "With a computer, all the data is right on the disk. We don't have to wait for coding and key-punching."

Marshall gives other pluses for using the machine interviewer.

"Doctors like to play with a computer. They seem to think harder and pay more attention to it. We seem to be generating better data too."

Technique and equipment

Respondents can answer computerized questions in two ways. The first is to type responses onto a keyboard to questions displayed on a video screen. Another is to respond to a mechanical

"Computer interviewing seems to make the respondent more comfortable and provides more time and reflection in answering the questions. Compared to personal interviews or mail surveys, we really believe the results are more representative of people's attitudes and opinions." Ted Evans

voice at the end of a telephone line by pressing numbers on a telephone. In most cases, you'll need a personnel computer and a color video-display terminal for attractiveness.

Some limitations

Not all interviewing problems are solved by using a computer. Unlike humans, computers are unable to explain misunderstood questions, recognize unclear answers or prod respondents to elaborate. And unless the respondents are good typists, the computer can't usually give lengthy responses.

Additionally, there is a problem with

the technique when the respondents are asked to be interviewed at a central location such as at a convention or shopping mall. The problem is who is being interviewed, a restriction which could drastically limit the value of the results.

Some are solving this dilemma by telephoning people at home using automatic-dialing equipment and asking

"One of the big advantages of the data being on a floppy disk is that it's in machine-readable form. This speeds up the data analysis tremendously. With hand-written surveys, the data would have to be key-punched and cross-tabulated. Not only is the paper and pencil method time-consuming but it leaves room for transcription errors." Ted Evans

questions with a mechanical voice. Since these randomly dialed numbers are considered by some as an invasion of privacy, many states have forbid this method and restraints have been suggested in many others.

Computer proponents

Proponents of the method, however, point out its non-human qualities are really a plus. Computers don't press but wait patiently while a respondent takes time to think about a question before answering. It's inability to show facial expressions or emotion make the machine unbiased.

Beyond this, computers put questions to each respondent all in the same way yet at the same time show flexibility. A respondent's answers can bring up new questions based on earlier responses.

The potential for computer interviewing to "replace" human interviewers is a possibility, but probably not for sometime. For now job interviewees may still have to speak face-to-face with the company boss. MRR

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Readers asked to help with syndicated research studies issue

QUIRK'S MARKETING RESEARCH REVIEW will be publishing a listing of syndicated research services in the 1987 August/September issue. In order to make the list as complete as possible, the editors of the publication are asking readers to assist by providing the names of the packages they are using or are aware of. The publisher will then contact the supplier for more details on the studies.

The syndicated research services which will be eligible for free listings are those that use primary data sources in their data collection and which are done at regular time intervals. The listings will be according to product category. The company listing will include name, address, telephone number and contact name.

The decision to initiate this service of having a central source of information on syndicated research studies came in response to reader requests. Researchers said that syndicated services were an important element in the information-gathering process. Presently they do not have an available source which will provide them access to the available sources.

Readers can assist by sending the name(s) of the syndicated services, the market served, along with the name and address of the supplier to:

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The program also helps the company make decisions regarding branch consolidations, bringing branches up to profitable levels and acquisitions of other banks and branches.

Yet another user of mapping is American Savings & Loan Assn. in Sherman Oaks, Calif. The financial institution has 156 branches throughout California and uses mapping to find out what is happening in the market area around each branch and adjacent areas.

"Mapping allows us to see where the high potential areas lie," says Cindy Gutterman, research analyst at AS&L. This was partially beneficial a few years ago when the sales division began a telemarketing program to introduce a new service. Area branches were plotted on a map and then overlaid with demographic data.

Says Gutterman, "This outlined areas around the branches that the sales people should concentrate on."

Mapping has also assisted AS&L to evaluate whether or not ATMs are

strategically located. This is done by plotting the number of cardholders in a particular area and using those figures to decide whether to install additional ATMs and to evaluate currently existing ones.

Gutterman says mapping provides great flexibility and variance in what kind of data the user wants to generate. The main benefit is that the data produced is easy to interpret. That's especially beneficial for those in other departments who are not skilled in that area.

"Mapping is a visual presentation of the same information we can obtain on a computer printout," explains Gutterman. "Mapping allows us to pass the information on to other departments and they don't have to spend a lot of time trying to interpret the relation of various data."

Raines says mapping allows a user to bring in a lot of his own data. Based on the objectives of your organization, this enables you to get very sophisticated and analytical.

Being able to produce that data pictorially is a real advantage for their employees.

"We can provide a wealth of information which has been portrayed pictorially to our branch managers who may not be familiar with this software program. We are able to tie and package together analytical data a branch manager may not know about in his own market area and define demographics and customer households. The branch manager is then able to bring all this packaged information together and use it to buy mailing lists of non-customers in that particular area or for direct mail campaigns."

Continues Raines, "The bottom line is that we're using a tool and people to help make more efficient use of our marketing money, marketing information and to make better marketing decisions. That's what we're all about."

Koehl also thinks mapping has been a very beneficial research tool for his

Financial Corporation of America is a savings and loan holding company. Its principal operating subsidiary is American Savings & Loan Assn., a California-based financial institution. American Savings' business consists primarily of attracting funds in the form of deposits from retail and institutional sources, borrowing from a variety of sources and making loans secured by deeds of trust on residential and income-producing real estate. In 1986, AS&L had assets of \$34.1 billion. The firm presently operates through 156 branch offices and 21 loan offices in California and currently has 5,600 employees.

financial institution. It has simplified and saved time in their ability to apply visual perspective to the firm's data.

"Mapping has allowed us to be able to do things that we couldn't do before just because it was laborious and time consuming to do by hand," says Koehl. "This meant that sometimes we didn't do it at all."

Mapping has also allowed them to realize the "what if" possibilities, says Koehl.

"The program's capabilities gives us the opportunity to experiment, for example, 'What if I put this number here...?' The results we can generate would have taken much longer had we done it manually."

Koehl warns potential microcomputer mapping users that it is not a complete package in and of itself. Mapping is an enhancement to the analytical and communication process.

"Mapping is not a panacea. It doesn't solve all of your problems. It's a tool which supplements other work we do. The quality of the communication is more effective in transmitting information internally to a wider audience, much better than a computer or graphic artist could do. But mapping is cost efficient and easy to use. It's just a nice tool to have around." MRR

Barclays Group of Banks is a global financial institution with over 5,000 offices in 84 countries. In 1983, worldwide assets totalled \$92 billion and pre-tax profits for 1983 were \$807 million. Barclays Bank of California, a 100%-owned subsidiary of the Barclays Group, was established in 1965 and in 1981, had assets of \$1.5 billion. It provides a complete banking service to individuals and companies through domestic offices focused in the San Francisco Bay area, Santa Barbara, Los Angeles and Orange County and two international offices located in San Francisco and Los Angeles. Barclay's subsidiaries include Barclays Bank International, Barclays Bank of New York and Barclays American. In total, Barclays four North American operating subsidiaries have 502 offices covering 37 states with combined assets in excess of \$13 billion.



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we may be measuring the upheaval and not people's true attitudes."

The interviews were then used to determine the flavor of the questionnaire which was designed by a Chicago survey research firm and Hewlett-Packard.

Levy says 20 categories were addressed in the questionnaire. These focused on management supervision, corporate communications, benefits, working conditions, work relationships and the employees' attitude toward the survey itself. Additional questions were asked of individual groups within the company such as manufacturing, marketing and research and development.

Once the results had been tabulated and reviewed, they raised more questions than answers, says Levy. That's when groups of employees called analysis groups were organized to further look at the survey data. These groups are a particular section of the company, for example, engineers, who, compared with their coworkers in other Hewlett-Packard companies nationally, have received a lower rating on a portion of the questionnaire for their firm. The purpose of these meetings is for these employees to give issue statements - comments about problems or issues they see as needing to be addressed.

Follow-up

The follow-up process is on-going, says Levy, and is made up of a variety of communications efforts. These efforts are in the form of internal personal audits, director reviews and corporate publications. Furthermore, the company is in the process of developing a core questionnaire that would be distributed randomly and more frequently than every five years than the main questionnaire is scheduled to be distributed.

To survey an entire work force as extensive as Hewlett-Packard's is an expensive endeavor but worth the investment.


Says Levy, "We do it because we're employee-driven and because it provides one way for our employees to speak to management and for management to speak to employees. It helps reinforce the whole communications process." MRR

— BUSINESS DIRECTORY —

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INDEX OF ADVERTISERS

Accurate Marketing Research, Inc.	25	Maritz Market Research Inc.	37
Analysis Research Ltd.	23	McGraw-Hill Research	5, 17
Ben Pine Co.	33	Metaphor, Inc.	9
Business Research & Surveys	53	Microtab Inc.	41
Centrac, Inc.	16	P-STAT, Inc.	38
C/J Research, Inc.	2, 53	Pulse Analytics Inc.	25
Computers For Marketing Corp.	29	Reitter, Wilkins & Assoc., Inc.	26
Chesapeake Surveys	49	Quick Test Opinion Centers	3
Consumer Opinion Services, Inc.	51	Rockwood Research	48, 53
Consumer Pulse, Inc.	49	Sammamish Data Systems	42
Creative Research Systems	28	Sawtooth Software	40
The Datafax Co., Inc.	23	James M. Sears Assoc.	53
DataLogics	36	Sigma Research Co.	20
Decision Data, Inc.	53	Dwight Spencer & Assoc.	43
DigiData	44	Strategic Locations Planning	55
Doane Marketing Research/ Marketeam Assoc.	20	Strawberry Software, Inc.	32
Experience, Inc.	53	Taylor Research	21
Interviewing Services of America	24	Trade Off Research, Inc.	15
Los Angeles Marketing Research Assoc.	20	Wade West	56
		Walonick Assoc.	39

By Beth E. Hoffman
managing editor



Employee surveys key to attitudes

There's a direct correlation between the attitude of employees at Hyatt Hotels and guests who stay there. When the employees are happy, so too are its customers, says Harold Morgan, director of employee relations for Chicago-based Hyatt Hotels Corp.

For that reason, the national hotel chain conducts yearly employee attitude surveys. Its intention is to ask their 40,000 employees their thoughts on such things as management, working conditions and the hotel in general.

"We have pioneered service in the hotel business and a lot of people have xeroxed our concepts," says Harold Morgan, director of employee relations at the Hyatt headquarters. "One of those concepts is to treat your employees as best as you can and that means asking them what they think."

Morgan says the competitive climate of the hotel industry necessitates the use of employee surveys. "Hotels can't survive too long without them."

Survey process

Administering anonymous surveys has been a tradition for about 14 years at the hotel. More and more companies are doing likewise as management specialists stress the importance of listening to employees. That's the result of the increasing number of companies which are experiencing organizational changes because of mergers and restructuring.

Traditionally, the Hyatt headquarters has written the questionnaire, fielded it and tabulated the results. As the company grew, that responsibility was handed to a Chicago-based survey research firm.

All 85 hotels are shipped the survey booklet to give all company employees the opportunity to complete it. It takes employees anywhere from a half-hour to an hour to do and covers 15 categories including questions on

management and supervisors, working conditions, compensation, company training programs and what the employees think of the hotel in general.

Feedback process

After the surveys have been tabulated, they are fed back to the corporate headquarters and individual hotels in a three-booklet format.

Booklet one contains a grouping of all the questions in general from every hotel. These questions have been combined in a graph of positive results. This portion of the data also reveals the past performance of the company and the company as a whole. It also contains a breakdown of every single question by hotel.

Booklet two contains a demographic breakdown of all the questions. This helps in localizing what part of the company, for example, senior personnel or males vs. females, is experiencing a particular problem.

Booklet three contains all written comments.

Action plan

Once the hotels have had a chance to review the books, they submit to headquarters an action plan, says Morgan.

"These are a list of steps they plan to take to solve the problems, to keep the good things they have going and to look for new opportunities to assist employees."

The survey pinpoints a wide range of problems the company has had to address.

"Sometimes there is a communications problem between two departments like food and beverage and room service," says Morgan. "Sometimes it's a manager-employee relations problem or the image of the hotel in a particular community."

Mini-surveys

The company does not do any formal follow-up to find out if problems are being taken care of. It does, however, specifically address that problem in the next survey and asks if manage-

ment has done anything to resolve the problem.

Morgan says "mini-surveys" are also conducted once or twice a year. This survey contains 30 core questions taken from the main questionnaire but unlike that one, the mini-survey is administered optionally by the hotel. It serves in helping management keep in tune with what's happening at the hotel.

"It's a quick and easy way to ascertain what's going on," says Morgan.

Organizational change

In 1985, Hewlett-Packard Co. surveyed its entire work force of 82,000 employees in the U.S. and Europe for the first time since 1979. The company experienced a major organizational change in 1984 and wanted to know if the slowing business environment had had an impact on the corporate culture.

Before the survey was written, a random sample of employee interviews were conducted. According to Robert Levy, corporate personnel marketing and education manager at Hewlett-Packard in Palo Alto, Calif., the purpose of the interviews were to find out if the climate was "right" to administer the survey.

"We wanted to investigate the attitudinal trend issues, for example, what's bothering people, what they're happy with, what they value," says Levy. "We did this to find out if the time was right to administer a survey. If there was an upheaval in the organization,

continued on p. 53

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