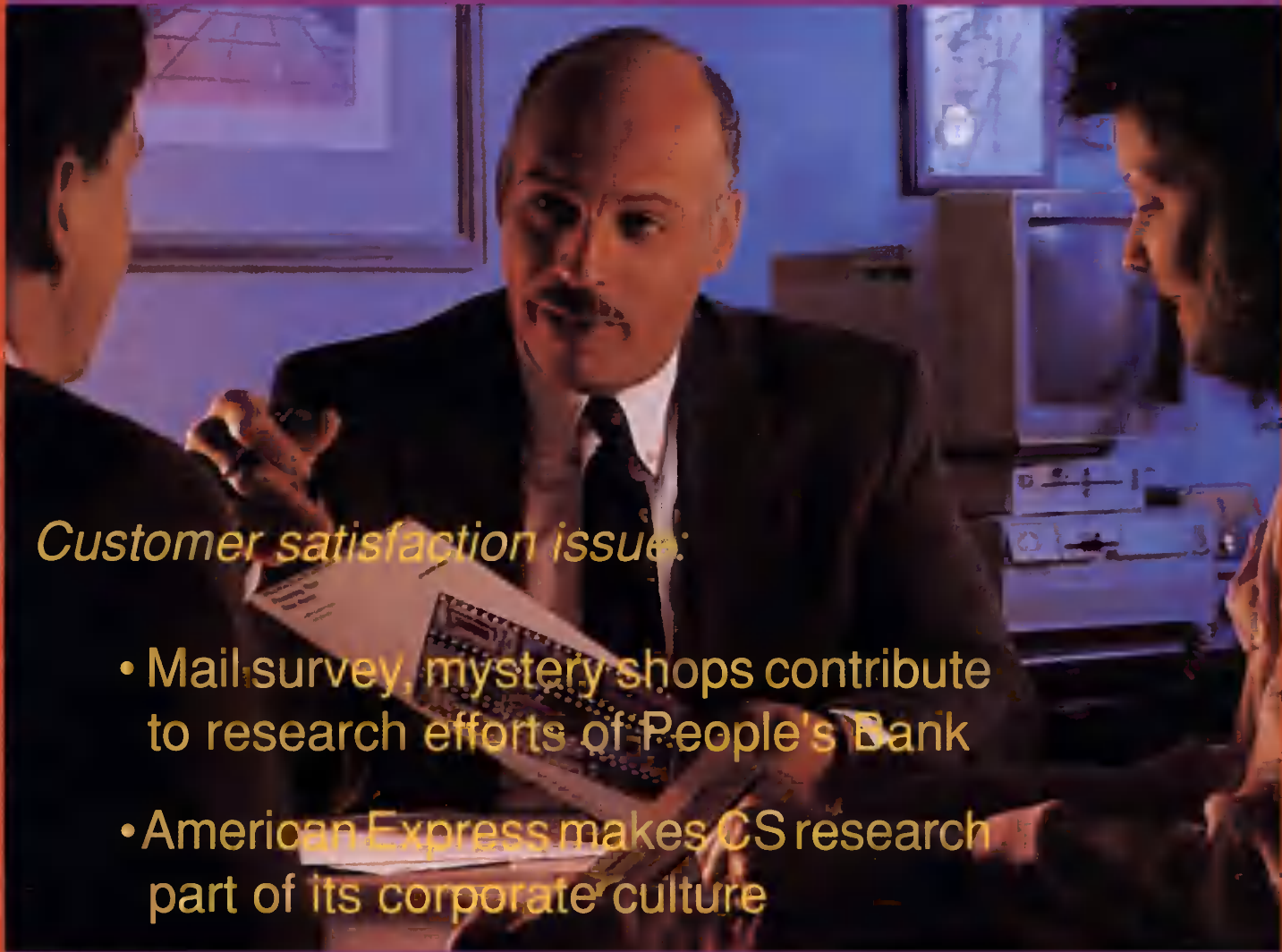


*Quirk's*

# MARKETING RESEARCH

*Review*



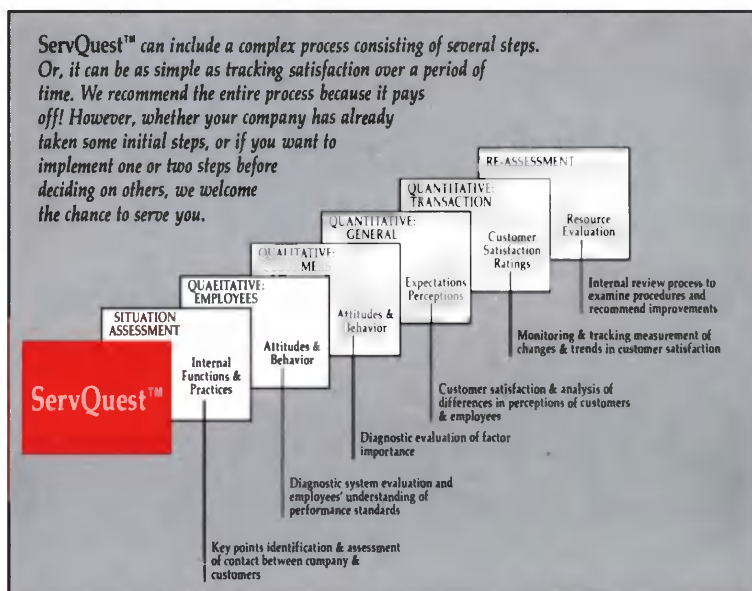
## *Customer satisfaction issue:*

- Mail survey, mystery shops contribute to research efforts of People's Bank
- American Express makes CS research part of its corporate culture

Customer satisfaction directory

October, 1992

# How do you measure up? Our customer audits help you find out.



Elrick and Lavidge is a full provider of survey research to benchmark and/or track customer satisfaction. We can also work with you in designing MBNQA pre-assessments, employee satisfaction measurements, internal cost of quality evaluations and other service measurement programs.

For more information call Larry G. Gulledge, Senior Vice President, Customer Satisfaction and Quality Service Measurement at (404) 621-7604, or write: Elrick and Lavidge, Inc., Third Floor, 1990 Lakeside Parkway, Tucker, GA 30084.

**ELRICK&LAVIDGE**

**EQUIFAX**  
The  
Information  
Source

# YOU'RE MAKING A BIG MISTAKE

**IF YOU HAVEN'T LOOKED AT QUANCEPT LATELY.**

- Our Quota Control manages multiple complex Quotas reliably and accurately.
- Our new Sample Management System is the most powerful and flexible on the market.
- As a result of our continuing growth, we added support staff.
- We increased programming staff to accelerate continuing development.
- Quancept can handle more than 50 users on a single 80486 running SCO Unix, and 100 on powerful Unix workstations from Hewlett-Packard & Sun Microsystems.
- To maximize productivity, we even added a predictive dialer interface.
- Quancept has a built in interface to Quantum, the world's leading tabulation package.
- All of our productivity tools, including Quancept CAPI and Quanquest, work together to eliminate duplication of effort and reduce the time required to set up, process, and deliver your surveys on time and on budget.

Quancept CATI has dozens of powerful features that make it essential for reviewing by anyone interested in Computer Assisted Telephone Interviewing.

We keep on working to make it even better.

**For more information, contact Joseph Marinelli in our New York office,  
or Rudy Bublitz in our Cincinnati office.**

4010 Executive Park Drive  
Cincinnati, OH 45251  
Phone: (513) 563-8800  
Fax: (513) 563-8807

545 Eighth Avenue  
New York, NY 10018  
Phone: (212) 268-4800  
Fax: (212) 268-4833





### Features

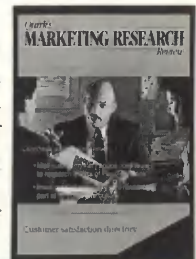
- 6** **Sharing a common purpose**  
*Mail survey, mystery shops and other research contribute to Connecticut bank's customer satisfaction efforts*
- 8** **Corporate culture**  
*At American Express Travel Services, management and employees at all levels use data from customer satisfaction research*
- 16** **Determining attribute importance**
- 27** **The benefits of customer retention research**
- 52** **Miami research firms survive wrath of Hurricane Andrew**

### Departments

- 10** **Data Use: Regression-based satisfaction analyses: proceed with caution**
- NEW** **14** **Letters**
- 21** **Survey Monitor**
- 22** **Names of Note**
- 23** **Research Company News**
- 24** **Product and Service Update**
- 40** **Qualitative Research/Focus Group Moderator Directory**
- 44** **1992 Directory of Customer Satisfaction Research Providers**
- 52** **Listing Additions**
- 53** **Index of Advertisers/Sales Offices**
- 54** **Trade Talk**

#### Cover

Connecticut-based People's Bank relies on mystery shopping and a variety of mail surveys to track customer opinions. Photo courtesy of People's Bank.



**Publisher**  
**Tom Quirk**

**Managing Editor**  
**Joseph Rydholm**

**Marketing Associate**  
**Evan Tweed**

**Circulation Director**  
**James Quirk**

**Art Consultant**  
**Dave Hahn**

**Business Manager**  
**Marlene Flohr**

Quirk's Marketing Research Review. (ISSN 08937451) is issued 10 times per year-January, February, March, April, May, June/July, August/September, October, November, December-by Quirk Enterprises, Inc., 6607 18th Ave. So., Minneapolis, MN 55423. Mailing Address: P.O. Box 23536, Minneapolis, MN 55423. Telephone & Fax: 612-861-8051. Second class postage paid at Minneapolis, MN and additional mailing offices.

**Subscription Information:** U.S. annual rate (ten issues) \$40; two years (20 issues) \$76; three years (30 issues) \$112. U.S. single copy price \$10. Change of address notices should be sent promptly; provide old mailing label as well as new address; include ZIP code or postal code. Allow 4 to 6 weeks for change. **POSTMASTER:** Please send change of address to Quirk's Marketing Research Review, P.O. Box 23536, Minneapolis, MN 55423.

Quirk's Marketing Research Review is not responsible for claims made in advertisements.

**Editorial policy:** We invite submission of manuscripts from outside sources. Write or call for guidelines. Address press releases and other editorial material to Joseph Rydholm, managing editor. We reserve the right to edit any manuscript.

Copyright 1992 by Quirk's Marketing Research Review

# Real Stats. Real Easy.

NEW!  
EXTENDED  
DOS VERSION  
ALSO AVAILABLE  
CALL (800) 345-5383

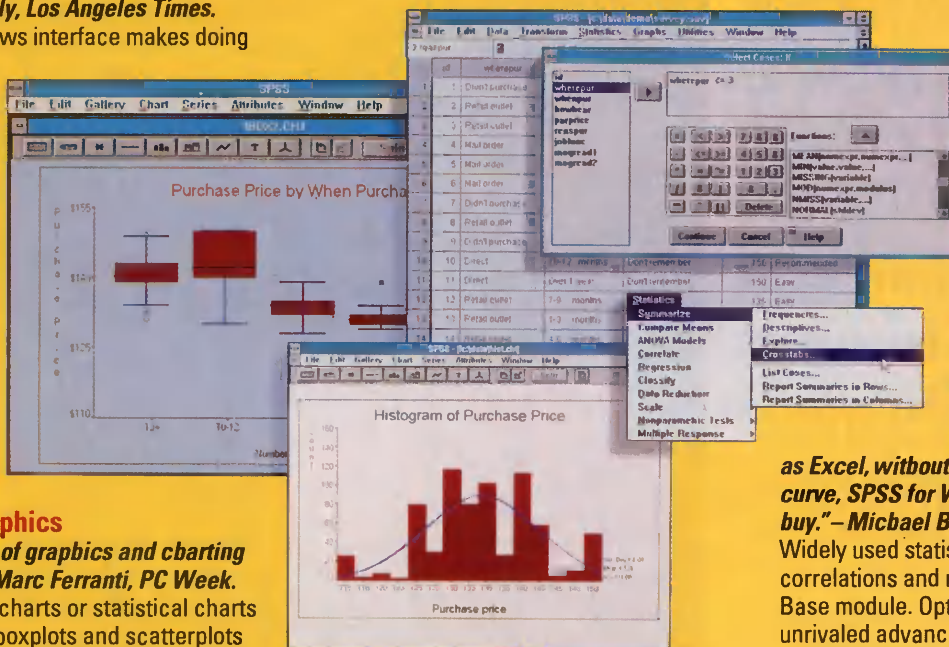
SPSS for Windows gives you answers your spreadsheet or database can't.  
Save \$200 – special limited-time offer!

## Learn Fast, Work Fast

*"Stumbling blocks to statistical analysis are eliminated with SPSS for Windows. You don't have to be a programmer to use it and you don't have to be a statistician to understand it."*

– Richard O'Reilly, Los Angeles Times.

The 100% Windows interface makes doing analysis simple. Context-sensitive help and an on-line glossary of statistical terms are just a click away.



## Automatic Statistical Graphics

*"A complete set of graphics and charting capabilities."* – Marc Ferranti, PC Week.

Create business charts or statistical charts like histograms, boxplots and scatterplots automatically. Unlike other stats packages, edit the charts directly on-screen without re-specifying.

## Complete Data Management and Editing

*"A breakthrough in data capacity and ease of use...impressive."* – Alan Fridlund, InfoWorld. There's no limit on the number of variables you can analyze. Read data directly from Excel™, Lotus®, .dbf and SAS® transport files. Work live with Oracle® and SQL Server™ data. Edit and use data many ways, easily.

## In-depth Statistics

*"For more statistical analysis tools than you'll get from a spreadsheet such*

*as Excel, without the steep learning curve, SPSS for Windows is a great buy."* – Michael Bngard, PC/Computing. Widely used statistics such as crosstabs, correlations and regression are in the Base module. Optional modules with unrivaled advanced statistics are available. You won't grow out of this package.

When you really want answers you have to go beyond what spreadsheets or databases can offer. You need a package that is designed for real statistical analysis, reporting and charting – and is easy to use. You need SPSS® for Windows™, the real stats, real easy combination that delivers real value.

You'll break out of the spreadsheet cell with SPSS for Windows. Do more than simple percentages and sums – subset, sample, aggregate, explore, summarize, poke and prod, slice and dice your data to get the answers you need. Analyze surveys, dig into databases, improve quality, conduct research studies, forecast sales and prepare reports with ease. All without writing complex macros or queries. Find relationships, see patterns and trends, determine significance and use the past to predict the future.

Learn fast, work fast. Prepare for analysis quickly with SPSS' full-featured Data Editor. Choose from a broad range of statistical routines, including those in specialized add-on mod-

ules, that produce full-color charts automatically. Hot button between charts and related numerical output. Share information using DDE and OLE.

Put together a great presentation with powerful and flexible business graphics and a report writer.

If you need help, the documentation is full of statistical "how to," and experienced technical support is just a phone call away.

SPSS for Windows – when you need more stats than a spreadsheet or database can offer.

Order before December 31, 1992 for the special price of \$495!

American Express, Discover, MasterCard or Visa accepted. Unconditional 60-day money-back guarantee.

Fax (312)329-3668 or  
Call (800) 345-5383



# SPSS



# Sharing a common purpose

*Mail survey, mystery shops and other research contribute to Connecticut bank's customer satisfaction efforts*

by Joseph Rydholm  
managing editor

For many banks, the economy's sluggishness has forced a re-evaluation of what sets one financial institution apart from another. A few years ago it was interest rates on CDs or money market checking accounts. Good service was still important, but for many consumers, an extra percentage point of interest was worth more than a teller's greeting or short lines on a Saturday morning.

Lately, with interest rates dropping, CD-happy consumers have fled banks, cash in hand, looking for investment options (such as mutual funds) with potentially more attractive yields. As a result, customer service has emerged as an important point of difference for banks. With most banks offering checking accounts and other products with similar features, what's the difference between Bank A and Bank B? For many



consumers, the answer to that question is service.

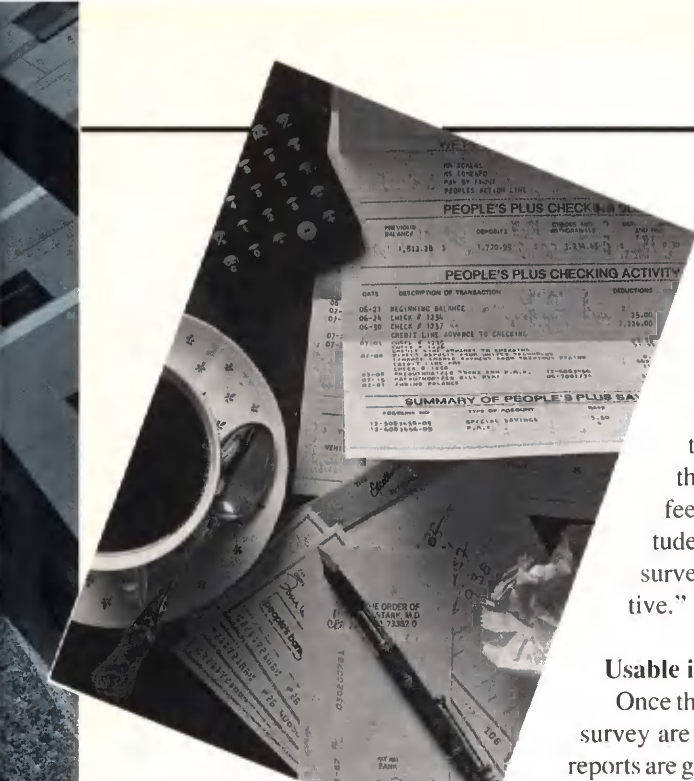
As its name implies, People's Bank knows the importance of service to its customers. In its 150 year history, the \$5.8 billion Connecticut-based financial services institution has felt a strong commitment to the people who bank at its 71 branches. This has helped the bank compete in a downturned economy, says Judy Rogers, customer service manager, People's Bank. "It's a very competitive environment. With what's happening in the banking industry, here in New England and in general, you need to take advantage of every

opportunity in the marketplace."

## Annual survey

The bank relies on a variety of research tools to make sure its service is up to customer standards, including an annual survey of checking account holders and an ongoing mystery shopping program.

Each year, thousands of surveys are mailed at random to checking customers. The survey first identifies which branch the customer visits most often and then asks the respondent to rate the level of service he or she receives at that branch, specifically the performance of



the tellers, customer banking representatives, and branch managers. Space is also provided for a more detailed explanation of the customer's overall satisfaction level. For each employee type, the customer indicates if the teller met service expectations by providing prompt and accurate service or giving the customer his or her undivided attention, for example.

The survey also looks at customer impressions of telephone contact with the bank and asks why one branch is used over another.

Mary Ann Vlahac, manager of marketing research, People's Bank, says that the bank decided on a mail survey after pilot testing different methods at branch locations, including a survey that customers completed while at the bank. "We found that the most successful method was to mail them a survey which they could return to us at their leisure."

Initially the survey was included with account statements but low response rates were a problem. So the most recent versions have been sent out separately, resulting in much higher response rates.

Vlahac has done extensive follow-up work to check for nonrespondent bias. "I looked at the demography of who responded, in terms of how long they've been a customer of the bank, their age, their income, and along with what we already know about our customers from

our database, they were virtually identical. We did some phone follow-up and in-branch interviews on the same questions just to see if the attitudes were the same and that's why I feel confident that the attitudes that came out in the survey returns are representative."

### Usable information

Once the results from the annual survey are tabulated, more than 80 reports are generated on all aspects of the data. (All of the bank's surveys are designed, developed, and analyzed in-house.) Vlahac says that in her reports to branch managers, she strives to make the information usable. "I don't bog the reports down with a lot of complicated terms. I feel that the branch manager should get the report, be able to read through it and act on it, without having to go through a glossary to figure out what I'm talking about."

The branch managers receive the reports and then review them with the tellers and customer banking representatives. If there are problems a corrective action team is formed to deal with them. Vlahac says the bank is careful to identify where the problems are coming from and make sure that actions are taken in the right service area. "For example, a customer might be having problems with his or her statement, and they perceive it as a branch-related problem when it's really coming out of main office operations."

### Service quality index

A long range goal is to develop a service quality index, using information from the customer satisfaction surveys and internal data. To that end, Vlahac has done regression analysis to look at the relationship of a number of elements to customer satisfaction, such as: Does the number of competitors' branches in an area have a relationship with customer satisfaction? Level of

staffing? Transaction volume? Length of time as a bank customer?

"I've been using the regression more for management within headquarters to get them thinking about the bank, service, competition, market share and everything else as a total equation, rather than seeing service as only an element of the formula."

Even things such as branch appearance seem to have an effect, Vlahac says. "There is the belief that the better-looking the branch, the more satisfied customers are with branch service. I've heard that in a lot of focus groups as well. As a bank invests in the maintenance and upkeep of a branch, customers take notice. And, as a carry over, employees would have a greater pride in their work and offer better service if they felt better about their working conditions. If conditions are deficient, you might get a poor work ethic and in addition, customers might start thinking that the branch is not being run well and wonder, if the employees aren't paying attention to the details of the maintenance of the bank, are they doing the same with my account?"

The bank monitors customer satisfaction with other product and service areas through a number of mail surveys, which are sent, for example, to new customers or people who are refinancing their mortgage. These surveys are helpful because they let the bank monitor the performance of employees in areas other than walk-up service. For example, people who take out a home equity loan or a second mortgage may have a lot of phone contact with People's Bank employees, Vlahac says. "It's nice to have a separate survey instrument there because customers may rely on telephone calling into People's Bank to find out the status of their application, which is a lot different than if they're dealing with a branch on transaction-related issues."

### Focus groups

To supplement the data from the annual survey and the other research,

continued on p. 26





# Corporate culture

*At American Express Travel Services, management and employees at all levels use data from customer satisfaction research*

by Joseph Rydholm/managing editor

**F**or a trip to go smoothly, planning and coordination are essential. Whether it's a vacation or a business trip, many elements have to come together. Airplane flights and hotel rooms have to be booked. Rental cars have to be reserved. Most people prefer to have someone else do the coordinating. One of the largest companies providing this service is American Express Travel Related Services, a division of American Express that provides travel services for card holders, consumers, and corporations over the telephone and in-person through a network of travel bureaus.

Mitchell Gross, director of quality services, Travel Service Division of American Express, says that customer satisfaction/service quality research, particularly an ongoing telephone interviewing program, keeps American Express in touch with customer perceptions of its performance.

"In a business of this complexity, where every transaction is important, we rely on the research to help us step back from the day-to-day hustle and look at things from the customer's perspective," Gross says.

"The research is the cornerstone of our process improvement work that we do. We start by eliminating non value-added work, by involving and empowering our front line employees who know the most about customers, and then taking the remaining elements—the things that do add value—and making them work in the most efficient way possible. All of that starts with a clear understanding of the things that drive customer loyalty."

The telephone interviews are conducted to measure satisfaction with membership travel services provided to Gold and Platinum American Express Card holders, and also to the businesses that use American Express to book their corporate travel.

During the 10-15 minute interviews, respondents who recently used American Express to book a trip are asked to indicate their overall satisfaction level and the likelihood that they'll use American Express to book a future trip. They also score American Express' performance on a variety of service dimensions.



## Needs assessment

The service dimensions were uncovered and clarified during needs assessment work done prior to developing the survey program, Gross says. "We found that there were a number of service basics or dissatisfiers that don't appear through the normal methods. We look at satisfaction from both angles: satisfiers and dissatisfiers. Satisfiers are the things that, if you do them well, create satisfaction and if you do them poorly create dissatisfaction. Dissatisfiers are things that upset the customer if you mess them up but that you don't get credit for doing right. They include things like getting tickets delivered on time. No one's going to write a letter to the president saying, 'you guys just blew me away, I booked my trip two months ago and my tickets actually got here when they were supposed to.' But if you mess up on that you can count on losing a customer."

Richard Reiser, chairman of BAI, the Tarrytown, New York-based marketing research firm that works with American Express on the telephone survey, says that the needs assessment work is an important step in pinpointing how the customers define satisfactory service.

"It isn't sufficient to deal with generalities when you're doing customer satisfaction or quality of service work. It's not enough to have the customer say well, 'they provide me with prompt service.' You have to understand what prompt is and what services they're talking about.

"For this project, a major piece of research was done to define precisely what different kinds of travelers were looking for in different parts of the travel process. We wanted to separate what is the responsibility of the travel agent from what is the responsibility of the hotels, the airlines, etc. Once that piece of research is done, you come up with the factors that are important and

you understand the meaning of each one."

Using those factors American Express and BAI developed a questionnaire that could be administered over the phone, Reiser says. "The process has evolved to the point where the items that we're measuring can explain almost all of the overall satisfaction with the travel service. It's very important to be able to demonstrate that there's a relationship between what you're measuring and the overall measure of satisfaction. It's fairly easy to measure each part of the equation, but you have to know how those pieces add together to create overall satisfaction."

## Open-ended questions

An important feature of the question-



naire, Gross says, is the presence of several open-ended questions, which allow American Express—specifically the managers and employees of the travel centers—to hear the customers' feelings in their own words.

"Our objective is to establish a foundation, a common language around the customer. Even our closed-ended questions use the customers' words, we don't rephrase what they tell us. All the questions in the surveys are words that customers said. It can be harder to work with at first but it's very consistent with our customer-obsessed culture," Gross says.

For example, Reiser says, if the branch manager of a bank is given a research report showing customer dissatisfaction with the tellers, he or she might say,

that's interesting, but what do I do with that information?

"If you give it to them in the customer's words, such as, 'I went to the teller's cage and he was writing something on a piece of paper and then turned to talk to somebody else for two minutes,' that is specific and it shows the manager why the customer was dissatisfied. By producing open-ended information, you can enrich the structured responses that come with the quantified evaluation."

## Meaningful to employees

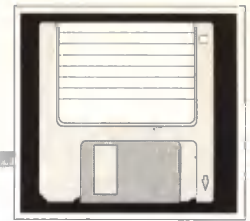
Making the research meaningful for employees at all levels of the company—especially those who deal with customers every day—was a goal in designing the research. It's also key to making the most of customer satisfaction research findings, Gross says.

"People who interact with the customers daily are really the ones who make the business work so that's where we put the information. The science that's behind the customer research is most powerful when linked to the insight, experience and passion to get the insight of our front liners."

"Customer satisfaction work should not be done for the purpose of reporting to management," says BAI's Richard Reiser. "It's for the purpose of managing and improving your business and improving profits. Therefore it has to be useful down to the operational level. American Express is able, through the system that we jointly developed, to take customer satisfaction work and bring it down to the operational level. They can use it to train people by letting them know what customers do and don't respond to and what produces dissatisfaction."

For a company as large and decentralized as American Express, it can be difficult to meet with all of the employ-

continued on p. 30



## Regression-based satisfaction analyses: proceed with caution

By William G. McLauchlan

*Editor's note: William G. McLauchlan, Ph.D., is principal, McLauchlan & Associates, Cincinnati.*

The notion that overall supplier satisfaction can be "modeled" as a function of attribute performance or satisfaction ratings is not new. Those who advocate this type of analysis typically advance a premise along the following lines: if the variance in supplier performance ratings on a given attribute explains variance in overall satisfaction with the suppliers, then the attribute is determi-

nant of satisfaction. On the face of it, the premise is compelling. At the same time, however, it is fraught with both mathematical and philosophical dangers.

Consider the following simple (hypothetical) data set:

Overall Satisfaction	Attribute Satisfaction		
	A	B	C
7	8	8	7
8	9	8	5
6	7	8	5
9	8	8	4
4	4	8	3
9	9	8	8

Visual examination of the data indicates that, in general, as ratings on Attribute A increase, so too do the ratings on Overall Satisfaction. Further, while not as striking as the apparent relationship between Attribute A and Overall Satisfaction, ratings on Attribute C also appear to be positively correlated with Overall Satisfaction. Finally, Attribute B is constant regardless of Overall Satisfaction (8). Calculating the Pearson bivariate correlation coefficients confirms these observations:

	A	C
Overall Satisfaction	.91	.54
A		.69

Proponents of correlational or regression-based approaches to satisfaction would argue that Attribute A, and to a lesser extent Attribute C, are determinants of satisfaction. Attribute B would be regarded as inconsequential in the understanding of overall satisfaction.

The correlational analysis can be extended in the following simple regression analysis:

$$\text{Overall Satisfaction} = \text{Constant} + (b_1) (\text{Attribute A}) + (b_2) (\text{Attribute C})$$

### LUXURIOUS NEW FACILITIES

- Focus Groups
- Quality Recruiting
- All Phases Market Research
- Emphasis on Client Comfort

**RIFE MARKET RESEARCH, INC.**  
 1111 Park Center Blvd., Suite 111, Miami, FL 305-620-4244  
 Since 1957



U.S. Chamber of Commerce Blue Chip Enterprise Award

# What Winning This Award Means To MarketVision ...And To You

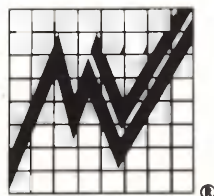
MarketVision Research, Inc. was founded 10 years ago with a commitment to service and client satisfaction and a goal to one day be known as one of the nation's best. Today, with a client list of FORTUNE 100 companies, and reputation for service excellence and research expertise, MarketVision has exceeded even its own expectations...named the only market research firm in the nation to receive the prestigious Blue Chip Enterprise Award from the U.S. Chamber of Commerce in recognition of its business strategy and commitment to quality.



Whether your research needs call for conjoint analysis, focus groups, customer satisfaction measurement, or any other research technique, when you work with MarketVision, you are assured of reliable, actionable results delivered on time and on budget. MarketVision's goal is to meet and exceed your service expectations on every project, guaranteeing the highest degree of quality control and maximum cost effectiveness.



For award winning service on your next research project,  
call MarketVision, 513-791-3100.



**MarketVision<sup>®</sup>**  
**Research, Inc.**

4500 Cooper Road, Cincinnati, OH 45242-5617  
513/791-3100 FAX 513/791-3103

An Inc. 500 Company

(Because Attribute B exhibits linear dependency, the matrix with B included is ill-conditioned. Therefore, Attribute B is dropped from the analysis.)

The following parameters are estimated:

Constant	0.13
b1	1.07
b2	-0.18

Here is where the trouble begins. The negative coefficient associated with Attribute C would suggest that one way to increase Overall Satisfaction would be to strive for lower satisfaction on Attribute C. Clearly this is not the case. The bivariate correlations indicate that Overall Satisfaction and Attribute C are positively correlated. The seeming inconsistency actually results from the relatively high positive correlation between Attributes A and C. When two regressor variables are themselves highly correlated (collinear), the

### ***The Only Objective Validation Method For Consumer Research***

***The Duplicate Number™ Search***  
A Database of Over One Million Interviews  
SIGMA VALidATION  
201-886-0550

Circle No. 205 on Reader Card

## **VISUALIZE Your Data with MCA+**

Create presentation-quality perceptual maps from most types of research data.

### **Here's what experts are saying**

[Like] its predecessor conjoint products, Bretton-Clark has provided another quality software package that should be popular among practitioners and academics alike.

**Professor Paul E. Green**, The Wharton School

Compared with other commercially available correspondence analysis programs, Bretton-Clark's MCA+ is clearly a superior product.

**Dr. Kenneth Warwick**, coauthor of leading text on correspondence analysis

## **Bretton-Clark**

89 HQ Plaza, Morristown, NJ 07960  
(201) 993-3135 Fax (201) 993-1757

Circle No. 204 on Reader Card

parameter estimates are unstable and therefore, unreliable.

In a more realistic example where one might have 20 or more regressor variables, the problem (now multicollinearity) is exacerbated. Consider an industrial product category where satisfaction or performance might be measured on such attributes as on-time delivery, product availability, adequate inventory, and compliance with shipping dates. Another group of attributes might be related to pricing policies and value, and so forth. It quickly becomes obvious that in our efforts to quantify satisfaction on as many aspects of the product offering as possible, we are typically measuring the same dimension in several similar and likely correlated ways.

To handle these types of situations, a principal components analysis is often performed. By reducing the attributes to their underlying and orthogonal or independent constructs, it is possible to avoid problems of multicollinearity. At the same time, however, the regression-based analysis can become even less appealing. Experience tells us that because we usually have many fewer observations per attribute than is demanded for a robust principal components analysis, the solutions that we typically settle on may explain only 50%-60% of the variation in the data. As such, any regression analysis based on component scores is already compromised by the unexplained variation in the components.

Further complicating the issue is the plain fact that the regression analysis itself will never explain 100% of the variance in the criterion. Typical R<sup>2</sup> values for satisfaction regressions are never as high as one would like and are often very low (.20-.40). The question begged by these kinds of outcomes can be stated quite simply: Is it reasonable to ask management to make decisions based on models that explain only 15% or so of the variation in satisfaction measures using component scores that explain only 50% of the variation in the attribute ratings?

If the mathematical issues discussed thus far were not enough to raise serious concerns about the value of regression-based satisfaction analyses, there are also philosophical issues to consider. Proponents of a regression-based approach to satisfaction often view the results as surrogates for attribute importance measures. In other words, an attribute or component that explains a significant portion of the variation in the criterion is deemed to be important; attributes that are not significant predictors of satisfaction are not important.

The risks in this argument are two-fold. First, as is well known, correlation is not synonymous with causation. To suggest, then, that an organization would improve Overall Satisfaction ratings by improving on attributes that are correlated with the Overall measure is an extremely dangerous proposition.

The second element of risk is a reflection of what Carl Finkbeiner of National Analysts referred to at the recent Sawtooth Software Conference as the "world-as-it-is" perspective presented by satisfaction-based regression analyses. This perspective can be understood by reconsidering the hypothetical data set.

Recall that the ratings on Attribute B were a constant 8 and that the regression-based analyst would regard Attribute B as inconsequential as it relates to Overall Satisfaction. Assume for a moment that stated attribute importance ratings were also collected and that the complete data set was as follows:



Overall Satisfaction	Attribute Satisfaction		
	A	B	C
7	8	8	7
8	9	8	5
6	7	8	5
9	8	8	4
4	4	8	3
9	9	8	8
Stated Importance ==>	5	9	7

By using the correlational results as a measure of attribute importance or determinance, in spite of the already discussed dangers of this approach, Attribute A emerges as most important, followed by Attributes C and B. Using stated importance ratings, Attribute B is most important, followed by Attributes C and A.

The fact that satisfaction on Attribute B is high and equivalent across observations should not be construed to mean that Attribute B is unimportant. It simply means that performance is currently satisfactory, and highly so, on an attribute that, on a stated basis is extremely important. A manufacturer that considers allocating resources away from Attribute B because performance in a "world-as-it-is" today perspective is fine is at serious risk. As soon as performance drops on the now disregarded Attribute B, the variance that was once missing in the ratings data is introduced and correlational or regression-based results would reflect the newfound importance of Attribute B. Unfortunately, it is too late for the manufacturer.

There are numerous other risks associated with regression-based approaches to satisfaction analyses. For one, missing data can be the curse of any multivariate technique. If a respondent chooses not to rate an organization on one or two attributes, "plugging" the missing values with means is an acceptable procedure. If more than a few ratings are missing, the respondent is lost for further analyses. While there are techniques available for directly factoring correlation matrices, as opposed to the raw data, the results of these analyses can be highly unstable and misleading.

Also, regression-based results can vary widely depending on the way the model is specified. Stepwise regression and forward and backward selection techniques can produce different outcomes when compared to regression procedures that fit a full model. The manner in which the sums of squares are partitioned (Type I versus Type II) will lead to different conclusions as well. Anyone venturing into these areas is well advised to consider the implications of the modeling technique.

In conclusion, regression-based satisfaction analyses are not as straightforward as might appear at first glance. They do not produce causal models, they are subject to problems related to ill-conditioned data (multicollinearity, missing values), they do not do a particularly good job of explaining the variance in the Overall Satisfaction measure, and they reflect a "world-as-it-is" perspective. I believe that we should place greater weight on stated attribute importance ratings and perform importance-performance and GAP analyses. Not everything we do needs to be "modeled." □

# HOW TO FIND THE BEST DEAL ON A RANDOM DIGIT SAMPLE.

Whether you're in academic or market research, Scientific Telephone Samples can help. With the best service and the most accurate computer-generated random digit telephone samples available anywhere.

At just 5¢ a number, plus shipping and a small set-up fee, our prices could be about a third the cost of another service. And our set-up fee is just \$25 for one area and \$10 an area after that. We can even give you same-day service for just 3¢ extra a number.

Our sampling methodology is accurate, reliable, and technically sound. We guarantee it—if you aren't happy, you don't pay.

Our standard shipping turnaround is just 24 hours. And on most projects if you call us by 9 A.M. Pacific Time (Noon Eastern), we can send it the same day for our same-day rate of 8¢.

We automatically ship you 10% extra per area, just in case. Free. It's our way of making your job easier.

What's more, we've simplified your sample management



by randomly shuffling the numbers within each replicate. So you won't need to work out complicated distribution schemes—just open the packet and begin.

We can provide random digit samples based on almost any type of geographic coverage and with a variety of sampling frames, including:

- Zip code
- Exchange/Working blocks
- State
- County
- City
- National
- ADI
- Census Regions
- Census Divisions
- PMSA/CMSA/MSA
- Weighted in proportion to number of listed households in area
- Unweighted so everyone has equal chance of being selected regardless of population
- Your desired cut-off or efficiency level
- Customized sample design specifications (e.g., single stage, multi-stage, stratified, etc.)

Add it up. The best samples. The best service. And a staff that's happy to help you with any sampling aspect of your study. Then call STS for a quote.

\*Prices subject to change without notice. Warranty is limited to amount paid by client to STS for the right to use the particular sample in question. Please ask for a copy of our detailed information booklet for exact price and warranty specifications.

# LETTERS

*Editor's note: Welcome to the newest addition to Quirk's Marketing Research Review! The "Letters" section is your space to comment on or respond to the articles that appear in our pages. We hope it will serve as a forum for the exchange of ideas on all manner of research topics. When you write, please include your name, job title, firm name, address, and a phone number we can reach you at during the day. We reserve the right to edit letters for clarity or space. Send letters to: Joseph Rydholm, Quirk's Marketing Research Review, P.O. Box 23536, Minneapolis, MN 55423.*

## Client may bear responsibility for recruitment problems

Your article on "How not to recruit for a focus group" (April, 1992) struck a very familiar note among our staff. Although we have no way of determining just how widespread this type of behavior is in the research industry, our general assumption is that your example is not all that uncommon. We can argue all day long about whether or not this assumption is correct, but the truth of the matter is that it doesn't have to happen. And, the one most responsible

for this type of behavior in the industry is not necessarily the interviewer or the field service. It may very well be the client.

First of all, we feel that the reason why poor quality recruiting occurs often stems from the pressure clients put on the recruiter. As Jim Schwartz proposes in the article, part of this may just be time pressure. But take a look at the bigger picture. Are you asking the recruiter to take all of the risk in the recruiting process?

When you ask for a job to be done, do

you expect the recruiter to perfectly estimate the amount of resources needed to accomplish the task? What if the incidence rate of qualified individuals is lower than expected? Does the recruiter feel that you won't pay for the extra phone calls it will take to get the job done?

And what about human nature, as illustrated in the article? How stupid do you think respondents will be that they won't be able to guess what the correct response might be that will result in an invitation to collect the incentive?

Our solution, for the most part, is based on the principle that the respondent should voluntarily, and without any unwarranted clues, indicate their qualifications for participation in the study. Because of this, we almost always employ a mail screen. We also have the advantage of obtaining lists of potential respondents based on ownership of specific vehicles, which, in the case of automotive research, is a very good pre-screen for focusing in on a target group.

Respondents return the mail screen at about the same incidence rate as a telephone recruit effort, so the potential non-response bias is about the same in both instances. But since the mail screen asks for a broad variety of responses in terms of current purchase intentions, the respondent is rarely able to predict which response will result in an invitation. And there is no interviewer involved in the process, so there is no chance to "hustle" the respondent into giving the correct qualifying responses.

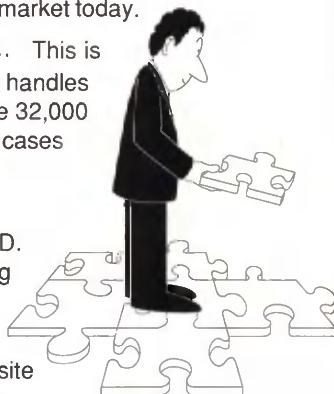
But the real key to quality control is the way in which our studies are speci-

continued on p. 36

## TabHouse™

*Software that takes the puzzle out of doing cross tabs*

- TabHouse™ was designed for use on the Apple Macintosh® computer. TabHouse™ 1.0 runs on all Mac Plus or higher class machines and takes full advantage of the Mac user interface, making it far easier to learn and use than any other cross tab program on the market today.
- TabHouse™ is devoted entirely to cross tabs. This is a very powerful product! TabHouse™ easily handles weighted or unweighted data and can include 32,000 variables, an unlimited number of records or cases and up to 32,000 banner columns.
- TabHouse™ was designed and written by Dr. Terrence P. Logan. Dr. Logan has a Ph.D. in statistics, 12 years experience in marketing research and 8 years programming for the Mac.
- Pericles Software offers aggressively priced site licenses and volume buying agreements. The single copy price for TabHouse™ 1.0 is \$695.00.
- Call today to schedule a demonstration or order a **FREE** demonstration diskette.



*Bring the power in-house with TabHouse™*

Pericles Software • 210 1/2 Louisiana Avenue • Perrysburg, Ohio 43551  
(419) 872-0988 or (419) 872-0441



# PlusPower™ gets you significantly more from your research than you ever believed possible.

## An Example of PlusPower

PlusPower™ is a family of latent variable models developed by Bellomy Research, Inc., to get more powerful data from marketing research studies. The PlusPower models are applicable to all normal research studies from Concept Product Tests to Promotion Tests, Package Tests, Advertisement Tests and more. In addition to the data and findings you expect from typical research studies, PlusPower gives you:

- Estimates of Market Share
- Volume Projections
- Source of Business (Including Cannibalization)
- Trial and Retention Estimates
- Market Structure and Segmentation
- Purchase Rates
- Attribute Diagnostics

## Structuring & Segmenting with PlusPower.

PlusPower uses purchase patterns to uncover the underlying market structure while simultaneously revealing the consumer segments (see example at top right). The market structure identifies sets of brands which compete more heavily against one another. The segments show which consumers are purchasing from these brand sets to obtain the some end benefits. Therefore, you find out who your key competitors and prime customers are as a simple by-product of PlusPower.

## What does this mean?

PlusPower is a powerful enhancement to your data that is not currently available from any other source. It is not a replacement for your current methodology and norms.

Segment 1 is the largest segment accounting for 55% of the market, and the brands show fairly even competition. From the purchase propensities, though, it is apparent that while Segment 3 is the smallest, it accounts for much greater volume than either of the other two segments.

	SEGMENT 1	SEGMENT 2	SEGMENT 3
Segment Size	0.55	0.30	0.15
Purchase Propensity	1.2	2.1	7.8
Projected Segment Volume	0.66	.63	1.17
Percent of Total Volume	27%	26%	47%
Segment Share			
Brand A	0.32	0.10	0.42
Brand B	0.33	0.05	0.40
Brand C	0.35	0.85	0.18

Below are also attribute diagnostics which show what end benefits consumers in a certain segment are seeking. For example, Brand C dominates Segment 2 because it is strong on Attributes 1 and 3. However, the makers of Brand C could create a line extension for Attributes 2 and 4. This would enable the extension to gain entry into the more heavily purchased segment, Segment 3, where it could more readily compete with Brands A and B.

	SEGMENT 1	SEGMENT 2	SEGMENT 3
Attribute 1	0.34	2.43	0.44
Attribute 2	0.66	0.39	5.99
Attribute 3	0.87	3.44	0.12
Attribute 4	1.00	0.88	6.80

## PlusPower Applications

APT Plus™ is a simulated market test.

ProductPlus™ clearly differentiates product choices.

CPT Plus™ improves concept product testing by showing which brands the new entry will compete against and who comprises the target audience.

PromoPlus™ can predict how well alternative promotions will fare and which of them will generate the most incremental volume.

PackagePlus™ identifies the optimal package design among your alternatives.

ScannerPlus™ shows you with whom you are competing and interacting.

DiaryPlus™ and TrackerPlus™ allow you to diagnose the manner in which your products compete within the market framework.

AdPlus™ identifies the optimum advertisement to use.

**PlusPower™**  
The Plus To Any Research



**Bellomy  
Research**

108 Cambridge Plaza Dr.  
Winston-Salem, NC 27104  
Toll Free 1-800-443-7344  
Local (919) 765-7676  
FAX (919) 765-8084

# Determining attribute importance

by Randy Hanson

*Editor's note: Randy Hanson is director, analytical services, for Maritz Marketing Research, St. Louis.*

**I**n a typical customer satisfaction study, respondents evaluate one or more products or services. Satisfaction on an overall basis is rated, followed by ratings on many individual attributes. A key question for marketers is which attributes are most important in determining overall satisfaction. Certainly, not all attributes have equal impact. A method

of prioritizing is needed to allocate limited resources more efficiently.

Researchers have suggested many procedures for dealing with this problem. Several are considered by Green and Tull (1975) and Hauser (1991). Work continues in this area; no one true "answer" for all applications has emerged. One broad classification of the many approaches is *stated versus derived importance*.

## Stated importance

These measures ask respondents to explicitly state their perception of the importance of each attribute. Three examples of how these data are collected are shown below:

- **10-point scale.** Rate the importance of \_\_\_\_\_ from 1 to 10, where 10 means "extremely important" and 1 means "not at all important."

- **Ranking.** Rank the following 17 attributes in terms of their importance to you. Rank the most important attribute "1," the second most important attribute "2," and so on.

- **Constant sum.** Allocate 100 points to the attributes listed below to represent how important each is to you. You can use any number between 0 to 100, just make sure the points you give an attribute reflect its importance, and that your answers sum to 100.

A few major corporations have chosen stated importance as their preferred method. Reasons include the face validity of the results and the method's straightforward administration and interpretation. This view is supported by Hauser, who writes "self-stated importances (have) sufficient validity."<sup>1</sup>

While stated importance is valid in theory, its performance in practice is uneven. The techniques assume respondents are able to reliably assign a number to their perception of importance. Depending on the particular population sampled, this assumption can represent a substantial leap of faith. In addition, interviews using stated importance measures are longer, more repetitive, and more tedious.

Perhaps a greater criticism results from the usual procedures for customer satisfaction studies. Qualitative research is first conducted to construct a list of

attributes, and the attributes retained for the quantitative phase of the study are generally the most important of these. This situation leads to high ratings for most attributes. The result can be few (if any) statistical differences among attributes, so the aim of the study—to prioritize the attributes—is thwarted.

## Derived importance

Derived importance relies on the statistical association between attribute ratings (predictors) and an overall rating (criterion). The importance of an attribute is statistically determined from this relationship.

As an example, assume we have two products, Q and R, rated on two attributes, 1 and 2, and that product performance on the attributes can be summarized as:

	Product Q	Product R
Attribute 1	Excellent	Poor
Attribute 2	Poor	Excellent

Say that we also know Product Q has higher overall satisfaction levels than Product R. We can then infer that At-



**"Survey Sampling!  
Because I need the  
same client service I  
provide."**



Beth Rounds is Senior Vice President,  
Custom Research Inc., Minneapolis

"Our success depends on client service — satisfying our customers is our highest value, the driving force behind everything we do. And that makes us pretty demanding of our research partners.

"Which is why we work so closely with SURVEY SAMPLING, INC. They don't just take our sample order. They're truly in touch with us and our needs, attuned to our corporate culture and who our clients are.

"SURVEY SAMPLING has an orientation that keeps us in 'partnership.'

They are constantly looking for innovative, improved ways to service us and developing suggestions that make our work easier and more effective. Their same-day service, for example, has more than once helped us meet 'impossible' client deadlines.

"We choose to work with SURVEY SAMPLING because of client service — our driving force...and theirs!"

When you need quality samples, call Terrence Coen (203)255-4200.

 **Survey  
Sampling,  
Inc.®**  
Partners with survey researchers since 1977.

tribute 1 (on which Product Q excels) is more important than Attribute 2 (where Product R excels) in determining overall satisfaction levels.

Green and Tull consider four derived importance measures. In the almost impossible case where all attributes are uncorrelated with each other, all four yield identical measures of relative importance.

• p - bivariate (Pearson) correlation.

This measure has the advantages of familiarity and simplicity. Unlike the other three, it is not affected by adding or deleting other attributes in a regression equation. Its principal disadvantage is that joint effects with other attributes go undiscovered.

• b' - standard regression coefficient or beta weight. A standard part of most regression output, it can be quite unstable. A raft of somewhat unlikely assumptions must be satisfied for these measures to provide the best estimates. Model misspecification and the influence of other attributes in the regression model are particularly troublesome.

• b'\*p - the product of the beta weight and the corresponding Pearson correlation. This calculation is an interesting compromise between the two earlier measures. Even in the presence of correlated predictors it has the property of summing (across all attributes) to  $R^2$ , the percentage of variance explained by the regression model. It shares the disadvantages of both measures that comprise it.

• p (m-1) - the coefficient of part determination. This measure represents the incremental gain in predictive power when an attribute is the last one added to a regression equation. It is also adversely influenced by the inclusion or exclusion of particular attributes in the model.

It is commonplace in customer satisfaction research for the attributes to be correlated—sometimes highly—with each other. The problem, called multicollinearity, makes it difficult to disentangle the separate effects of the individual attributes on overall satisfaction. The latter three measures are all subject to instability when multicollinearity is present. When intercorrelations exceed .5—a fairly frequent occurrence for customer satisfaction data—the beta weights can shift can shift dramatically, perhaps even changing sign.

The latter three measures can also be affected by the addition or deletion of particular attributes to the regression model. Additionally, the omission of important attributes from the study is a concern. Finally, the multiple regression model used for the latter three measures must have the correct functional form.

Green and Tull conclude their discussion by stating:

"Unfortunately, all four measures exhibit limitations in the case of correlated predictors and the question of relative importance remains ambiguous."<sup>2</sup>

The potential pitfalls from using the latter three measures can make the situation more unclear than it is already. In the face of this murkiness, it is best to use the first measure, simple bivariate correlation.

But, considering each individual attribute in isolation is also unrealistic. Given the collinear structure of consumer satisfaction data, what can be done? Green and Tull offer three alternatives to combat multicollinearity. First, you can ignore it. This may be acceptable for forecasting applications, but not for the task at hand.

Second, you can delete one (or more) of the highly correlated attributes. This solves the statistical problem while creating others. A managerial problem, for example, might be questions such as, "Why is my attribute not included in the analysis?" My attribute is not the same as the one included!"

Third, you can transform the original attributes into an uncorrelated set of new variables using several techniques (e.g., principal components analysis). The last alternative is the best. The principal components reveal the structure present in the data while allowing analyses such as stepwise multiple regression to be performed without multicollinearity problems.

**Conclusions and suggestions**

The study of attribute importance will continue in the future and some of the viewpoints discussed here may change. Given the current state of affairs and the reasons cited, use a derived measure of importance over a stated measure. It is intuitively appealing to this researcher to use both the actions of respondents, as revealed by their rating patterns, as well as their words to determine attribute importance.

Among the class of derived measures, use the simple bivariate correlation between an attribute and overall satisfaction. Theoretical and practical experiences with many real-world customer satisfaction datasets support these recommendations. □

<sup>1</sup> Hauser, John R., "Comparison of Importance Measurement Methodologies and Their Relationship to Customer Satisfaction", M.I.T. Marketing Center Working Paper 91-1, January 1991 (Cambridge, Massachusetts).

<sup>2</sup> Green, Paul E. and Tull, Donald S. Research for Marketing Decisions; 3rd edition; Prentice-Hall, Inc., 1975 (Englewood Cliffs, New Jersey), pp. 478-484.

**Name Quest**®  
The Science of Name Creation

For Information Contact:  
John Hoepfner  
**602-488-9660**  
P.O. Box 5587 • Carefree, AZ 85377

**Name Creation:  
Name Testing.**

Circle No. 208 on Reader Card

MARKETING AND OPINION RESEARCH

**Q&A**

MARKET DATA RESEARCH

**Toll-Free Calling  
SEATTLE & TACOMA**

- High & low incidence markets
- 22-station phone bank
- On-location intercepts
- In-person executive interviews
- Recruiting

**Tacoma's Finest Focus  
Group Facility**

- Complimentary Video Taping
- 4'x10' Observation mirror

**Test Kitchen**

**WASHINGTON  
1-800-488-DATA**



READER SERVICE CARD  10/92

**FREE INFORMATION** ON PRODUCTS AND SERVICES IN THIS ISSUE.

Send me more information on the items circled

200 201 202 203 204 205 206 207 208 209 210 211 212 213 214  
215 216 217 218 219 220 221 222 223 224 225 226 227 228 229  
230 231 232 233 234 235 236 237 238 239 240 241 242 243 244  
245 246 247 248 249 250 251 252 253 254 255 256 257 258 259  
260 261 262 263 264 265 266 267 268 269 270 271 272 273 274  
275 276 277 278 279 280 281 282 283 284 285 286 287 288 289

Name \_\_\_\_\_ Title \_\_\_\_\_

*Please Print*

Company \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Tel. No. \_\_\_\_\_

Place  
Postage  
Here

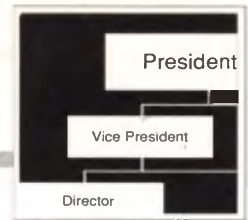
*Quirk's*  
**MARKETING RESEARCH**  
*Review*

P.O. Box 23536  
Minneapolis, MN 55423





# NAMES OF NOTE



**Kate Freed, Cyntbia Pausic, and Mary Scanlon** each hold the new position of senior marketing analyst with *Rubbermaid Inc.*, Wooster, OH.

**James Kimbrough Jr.** has been named director of finance & administration for *Johnston, Zabor & Associates, Inc.*, a marketing and communications research firm headquartered in Research Triangle Park, NC.

**Mimi Nichols**, president and owner of *Nichols Research, Inc.*, Sunnyvale, CA, has been elected 1992-1993 national president of the Marketing Research Association.



Nichols



Waller

**Scott Waller**, has been promoted to account manager for telephone data collection at the *Quality Controlled Services (QCS)* division of *Maritz Inc.*

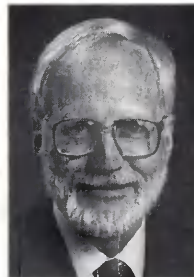
**Lynn Spitzer** has joined *Media, PA*-based *ICR Survey Research Group*, a division of *AUS Consultants*, as vice president, advanced research methodologies.

New York City-based *Meyers Research Center* has named **Frank Storm** director of client services.

**Sanford Schwartz** has been named president of *Market Facts*—New York. He will also hold the title of executive vice-president of *Market Facts, Inc.* In other *Market Facts* news, **Jeanine Smigielski** has been promoted to vice president at the firm's Chicago area office.



Smigielski



Glass

**Richard E. Glass** has been named an equity partner at *Market Decisions*, Cincinnati.

*20/20 Research, Inc.*, Nashville, has named **Jnlia Miller** qualitative project director.

**William Etter** has joined St. Paul-based *Rockwood Research Corp.* as vice president/director of research.

*Management Science Associates, Inc.*, a marketing analysis and computer software systems firm based in Pittsburgh, has named **Viv Penninti** CEO.

**Brad Frevert** has joined *Audits & Surveys* as vice president and director of its new Midwest office in Minneapolis. In addition: **Peter Salandra** has been promoted to associate director of the firm's National Total-Market Audit Division; **Isaac Behmoiram** has been promoted to vice president in the firm's Survey Division; **David Braverman** has resigned as president as *Admar Research Inc.* to rejoin *Audits & Surveys* as vice president and Survey Research Group head.

**Evelyn Talismik Misner** has joined *ACG Research Solutions*, St. Louis, MO, as a research project manager.



Talismik Misner



Hunter

**John Hunter** has joined *Catherine Bryant & Associates, Inc.*, a marketing research firm in Winston-Salem, NC, as vice president-marketing.

**Leo van Doorn** has been appointed joint director of *MarketResponse Amersfoort*, The Netherlands.

continued on p. 34



# RESEARCH COMPANY NEWS

(Formerly "Start-Ups, Changes, Mergers & Acquisitions.")



**Maritz Marketing Research Inc.** has completed the acquisition of **D.H. Macey and Associates**, a Chicago-based consumer research firm specializing in mail panels. The company will continue its operations under its present name as a division of Maritz. Its principal, Daniel Macey, will head the division as vice president.

**The Matrix Group** has opened a new focus group facility in downtown Lexington, KY. The facility features a 14' x 18.5' focus room, and a 14' x 10' client viewing room with a 4' x 10' one-way mirror for viewing. The facility offers both audio and video taping capabilities. For more information call Martha Laing DeReamer at 606-272-8177.

**The Market Lab** has moved to new Long Island offices at 4 Laurel Avenue, Glen Cove, NY 11542. Phone 516-759-0300. Fax 516-671-6863. Contact Chris Ebel for more information at the number above.

**Analytical Computer Service** has moved to 414 Central Avenue, Westfield, NJ 07090. Phone 908-232-2723.

Mark Camack, formerly of NYNEX, one of the Regional Bell Operating Companies, and subsequently of St. Louis-based **Aragou Consulting Group**, has formed **The Corps Group**, a management and marketing consulting firm specializing in service-oriented industries. The firm will maintain of-

ices in St. Louis and New York. For more information, call 314-725-0214.

Altamonte Springs, FL-based **Barbara Nolan Market Research Services, Inc.** has opened two new focus group facilities. The first is located in the Feather Sound area near the Tampa airport. The room will feature a floor to ceiling mirror, viewing room for 12-15, client lounges, two video cameras. The second is located in suburban Orlando with similar amenities.

**Strategic Mapping, Inc.** has moved its corporate offices to 3135 Kifer Road, Santa Clara, CA 95051. Phone 408-970-9600. Fax 408-970-9999.

**Nordhaus Research Inc.** has opened a regional office in the Baltimore/Washington corridor at 504 South Hanover St., Baltimore, MD 20201. For more information contact Karen Motyka, 410-685-4070.

Five marketing research firms from the U.S. and Europe have formed an integrated network called **Group M International** to offer multi-country marketing research and consulting. The network's founding members are: Marketing Synergie International, Ltd., London; Kompass, Frankfurt; MSM, Paris; KJK International, Madrid; and Sweeney International, Ltd., Danbury, CT. For more information contact Timm Sweeney at 203-748-1638.

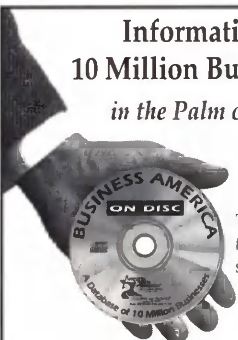
**Superrooms** San Francisco has added a new toll-free telephone number which

may be called from outside or inside California. The new toll-free number is 800-800-5055. Superrooms is a division of **Consumer Research Associates**.

**Information Transfer Systems, Inc.** has moved to 209 E. Washington St., Suite 200, Ann Arbor, MI 48104-2007.

continued on p. 35

**Information on  
10 Million Businesses...  
in the Palm of your hand!**



The ultimate marketing tool for anyone who sells to businesses!

**With Business America On Disc, you can...**

- Select business prospects by company name, SIC Code, geography, number of employees, or sales volume.
- Preview your prospects on the screen and refine your markets.
- Print mailing labels, prospect lists, 3x5 cards, or profile reports.
- Download the names to disk to use with your database or word processing software.

**Business America On Disc** will give you the analytical power that used to be possible only with huge mainframes. All you need is an IBM® or compatible PC and a CD-ROM drive. Experience the power of **Business America On Disc** for yourself.

**Call, write or fax us at:**

American Business Information, Inc.  
5711 S. 86th Cir. • P.O. Box 27347 • Omaha, NE 68127  
Phone (402) 593-4565 • FAX (402) 331-6681

15-442

# PRODUCT & SERVICE UPDATE



## Scanner data for liquor outlets now available

Promotion Information Bureau, Inc. (PIB) has introduced LiquorScan, a new marketing service for spirit, wine, and beer companies that utilizes the growing number of electronic scanners at check-out counters. PIB is a single-source marketing data company dedicated to the domestic spirits, beer, and wine industry. LiquorScan will provide

analysis on a monthly basis of check-out counter scanner-sourced data transmitted from 600 retail liquor, food and drug store outlets in 12 major markets. Market coverage will be expanded in the near future. Consumer sales data will be transmitted to PIB by stores and will track unit and dollar shares, sales, and prices by SKU of all brands carried. PIB will analyze the data and provide each subscriber with a market by market, as well as national, report on the

subscriber's own brand and those of all competitors. Reports will be furnished in print, disk, or electronic transmission. For more information contact Van Lefferdink at 203-855-8499.

## StatPac update follows user suggestions

StatPac Inc. has released a new version of StatPac Gold IV, its survey and marketing research software. Version 4.3 adds a variety of user-requested features to the package. Many of the enhancements focus on improving report formats. New capabilities include the addition of footnotes, page numbering, a table of contents, switching to the landscape mode, and improved labeling in banner tables. Other enhancements concentrate on functionality, such as adding new analysis options, new commands to the programming language, and a more powerful report generator. The company also unveiled a new CRT interviewing module for disk-based surveys and other applications where the respondent enters his or her answers directly into the computer. For more information call 612-822-8252.

## Census reports available on demographic trends

Urban Decision Systems, Inc. has released six new reports based upon the new 1990 census data. Combined with UDS's estimates and projections, this now gives businesses the opportunity to analyze demographic trends over a 27-year period. The new reports are: Demographic Trends (1970-1980-

## Los Angeles



MARKETING RESEARCH

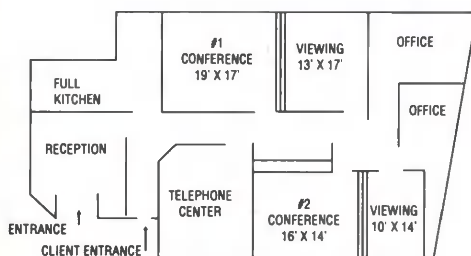
818-783-2502

Nancy Levine  
President

17547 Ventura Boulevard, Suite 308  
Encino, CA 91316

FAX 818-905-3216

Focus  
Groups too!



- recruiting
- location studies
- car clinics / ride & drive tests
- product clinics / tests / placements
- focus groups
- one-on-one interviews
- testimonial commercials
- taste tests
- mailing studies
- telephone interviews
- executive / professional / medical
- Spanish and Asian languages
- nationwide capabilities

1990), Income Trends (1970-1980-1990), Demographic Trends (1980-1990-1992), Income Trends (1980-1990-1992), Demographic Trends (1990-1992-1997) and Income Trends (1990-1992-1997). For more information, call Urban Decision Systems at 800-633-9568.

## Software captures answers in respondents' voices

Creative Research Systems, publishers of The Survey System, a PC survey analysis package, have created a micro-computer-based voice capture interviewing package for survey research. Researchers using either telephone or in-person interviews can now record answers to selected questions in the respondents' own voices. The Survey System combines voice capture questions with the usual multiple-choice and fill-in-the-blank typed questions to make a complete interview. The Survey System can then combine both voice and typed answers to make a complete interview.

The Survey System can use demographic and other classifying questions to sort the voice captured answers during playback. Answers to a question about a consumer product could be sorted by sex, age, product usage and purchase intent. While hearing a comment, a researcher could see that the comment was made by a woman, 25-34 years old, who has young children and uses the product weekly. The same comments can be resorted in different ways as often as the user likes.

The user can assign numeric codes to the comments in order to group similar answers together during playback or to quantify the numbers of answers mentioning particular topics. For more information contact Hank Zucker or Bill Eaton at 707-765-1001.

## Free white paper examines micro-geography

The changes in "micro-geography" and their significance to marketers and planners are explained by Claritas/NPDC in a new 20-page white paper. Titled DataBridge '92: The New Marketing Geography, it discusses the fol-

lowing topics:

- first-time availability of extensive demographic data for all census blocks in the U.S.
- 1980 to 1990 boundary-definition changes and their impact on marketing applications
- detailed, electronic street mapping capabilities from "TIGER"
- finer breaks in home-value and income data
- census vs. postal geography, and converting census demographics to postal geography

▪ how demographic data is updated between decennial censuses

The white paper is free and can be obtained by calling Claritas/NPDC at 800-284-4868.

## New version of Axum increases graphics capabilities

TriMetrix, Inc. has released version 2.0 of Axum, a technical graphics and

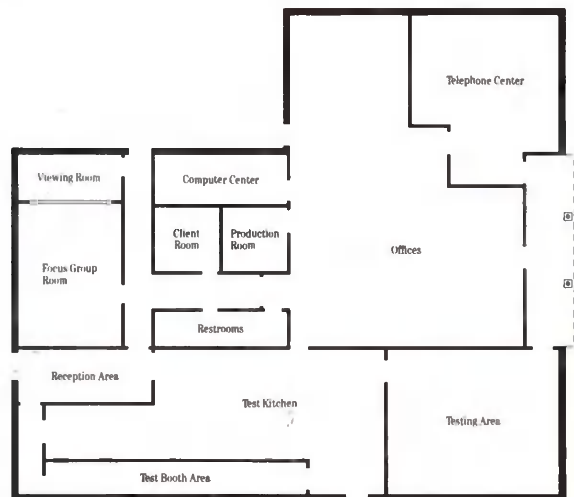
continued on p. 39



## Tragon

Providing Product Testing and Research Services in the San Francisco area Since 1974

- Product Optimization
- Ad Claim Substantiation
- Focus Groups
- Children's Testing
- Telephone Center
- Test Kitchen
- 21 Test Booths
- Consumer Panel



Send for a free brochure.

365 Convention Way, Redwood City, California 94063 USA  
Telephone: 415.365.1833 TeleFax: 415.365.3737



## People's Bank

continued from p. 7

Vlahac conducts focus groups at the branch locations, usually once per quarter. "The branch manager pulls ten or twelve customers together to talk about whatever topic they want explored. I design a discussion guide and after we talk about bank policy issues the branch manager joins me to talk with them about customer service issues or anything they have on their minds, from parking to the ATM lobby, and they offer constructive suggestions. The customer gets into naming tellers or customer banking reps and talking about what they liked and didn't like about their service. It's good for the branch managers because it's a chance for them to sit down with a group of customers in a neutral environment."

### Mystery shoppers

Complementing the bank's customer satisfaction research is its ongoing mystery shopper program. People's Bank's Judy Rogers: "We think it's an exciting program that adds to what the customer

tells us through the direct surveys that Mary Ann does. We share information internally very freely. It's one thing to collect a lot of information and have it sit in a market research library, it's something else to make use of it."

The bank sends shoppers to People's Bank branches or has them call on the phone to inquire about bank services to measure branch employee performance in areas such as courteousness and product knowledge.

During pilot testing of the program, People's Bank employees from other branches served as the shoppers, but they were too demanding on their fellow workers, Rogers says. "In some ways, we found they were very hard on us. They knew so much about our business and our products that they picked up things the customer wouldn't pick up.

"This year we have switched to using professional shoppers that are the closest thing to real shoppers because there are no scenarios or contrived situations. We say to them, go to the bank looking for a product or service that you would use, everything from financing a car

loan to refinancing a mortgage."

### Big Brother

Rogers says the bank is careful to avoid giving employees the "Big Brother is watching" feeling that can result from a mystery shopping program. "It's not meant to be a springboard for punitive action, where we would say to them, you didn't do well on your shop. A copy of the shop is delivered to the branch so they can look at it and see where they did well and where they need to coach their staff on improving. It may be in a product knowledge area or it may be a very simple thing like smiling at the customer."

People's Bank has a set of service standards that employees must meet and through the mystery shop they are scored on their success in achieving those levels. "It's used as part of an incentive program. We recognize and reward based on the branch as a team, the success of the branch in achieving goals in sales, service, and profitability. They receive a quarterly incentive compensation," Rogers says.

That compensation, the bank hopes,

## Room for Rent

Ideal Twin Cities focus group location.

Thousands of fresh respondents nearby.

Private client offices.

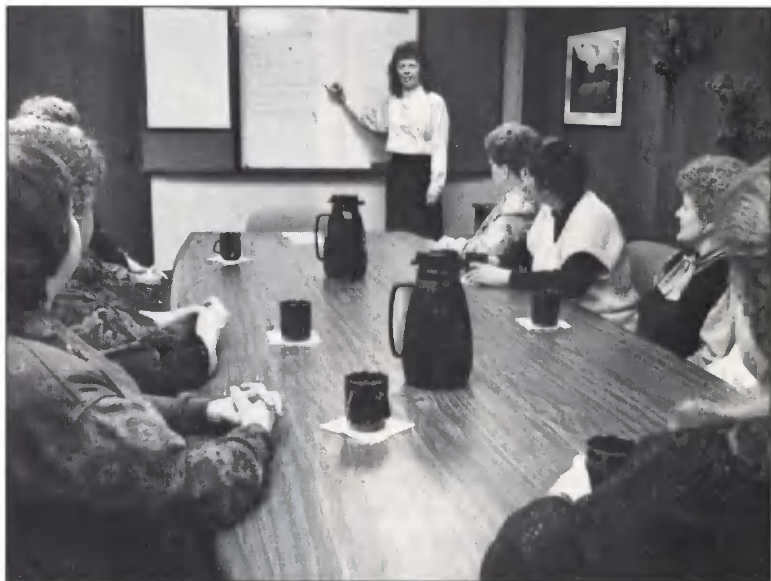
State-of-the-art audio, video equipment.

Experienced staff.

Recruiting and screening.

Moderating and analysis.

Call today.



# Rockwood Research

1751 West County Road B • St. Paul, MN 55113

Phone: 612-631-1977 • Fax: 612-631-8198

# The benefits of customer retention research

by Paul C. Lubin

*Editor's note: Paul Lubin is vice president and director, Consumer Research Division, Barry Leeds & Associates, Inc., New York City. This article originally appeared in Banker's Monthly magazine.*

In today's deregulated banking environment, the sheer level of competition accentuates the importance of building and maintaining customer loyalty. Most banks have learned through experience that marketing programs aimed at improving customer retention help increase market share and product line revenues.

Banks have also come to recognize the need to conduct regular measurements of customer satisfaction. But in designing and conducting the research they often fail to discern the close links between service and product issues, and customer retention and revenues.

Instead, they assume that maintaining high levels of customer satisfaction will, by itself, ensure consumer loyalty. Bank marketing executives might better utilize their research budgets to identify and then improve performance on the issues which count—those which limit customer defections. Focusing resources on extending customer tenure especially among high balance relationships can have a powerful effect on revenues.

The table at right demonstrates the effect of limiting customer attrition

for a medium-sized commercial bank in a northeastern city with 70 branches that recently dedicated a portion of its research budget to customer retention.

Once a customer retention strategy had been endorsed, the bank used market research to identify the "controllable" issues which best differentiate current and highly satisfied customers from consumers who have

continuing revenue from each relationship retained. The future revenue stream can then be discounted back to the present, in order to calculate the present value of saved relationships.

In this example, the bank found that such factors as employee decision-making ability; efficient and competent tellers; competitive rates; sympathetic and friendly customer service staff; and adequate explanations of rules, policies and minimum balance requirements strongly influenced customer migration.

The model was then compared to the bank's customer base and the proportion of current customers with attitudes similar to former customers was determined. About one-quarter of the bank's customer base was found to be "at risk," because their attitudes were similar to customers who had already closed accounts.

The "at risk" customers were then profiled in terms of their demographic characteristics. They were typically younger and well educated, but with smaller deposit balances. The "at risk" group was also profiled by county. It turned out that in a single suburban area customers were particularly dissatisfied.

Armed with these findings, the bank could then focus its efforts on addressing the concerns of the "at risk" groups.

continued on p. 28

## Gauging the financial impact of customer attrition in a typical bank

Size of branch network	70
Number of retail checking accounts per branch	1,785
Total number of retail checking accounts	124,950
Number of accounts closed per year (20%)	24,990
Product line defections (30%)	7,497
Annual checking revenues lost (\$35 per account)	\$262,395
Annual revenue gain associated with limiting attrition among checking account customers	
10%	\$26,239
20%	\$52,479
30%	\$78,719
50%	\$131,197

closed accounts and switched to another bank. Retention modeling was used to help identify and prioritize the factors which lead to customer discomfort and decisions to switch.

By improving customer retention the bank not only increased current product income, it also guaranteed

will mitigate the unpredictable human element that is always present in a service situation. Employee motivation can wane in the face of a bad day, and if a customer interacts with an employee on that day, the experience can color the

customer's impression about the company. "You try to cultivate the kind of situation where the customer has a really good experience and can go away feeling good about themselves and about your organization. That's not always

easy to achieve. In the real world, we all have difficult days and keeping people up and motivated and keeping the level of service up is quite a trick. We think that the mystery shopper program helps us with that," Rogers says. □



## Retention Research

continued from p. 27

### Getting down to cases

Why do customers close their accounts? It is extremely important that

research be designed to uncover the "actual" events and experiences which cause consumers discomfort and make them decide to transfer funds elsewhere. Extensive probing into the underlying

causes of closed accounts can help management link product and service issues with lost accounts and product line revenues.

In a study conducted for a commercial bank in the South with over 150 branches, a large proportion of customers who switched said they left for one of two reasons: because of the staff or because of limited access to the bank's services.

Further probing of the group who complained about the staff revealed the issues to be specifically related to employee empowerment. Respondents also felt that bank employees did not sufficiently respect the customer's tenure and there was a particular aspect of telephone banking that bothered them.

It turned out that many of the bank's own policies prevented employees from presenting an image of caring both over the phone and in person, and a large proportion of defections involved customer perceptions that the bank was "impersonal."

Another large group of relatively affluent former customers said their decision to close their accounts was influenced by branch hours.

Initial research also showed that still another sizable group of customers said they closed their accounts because of high fees, particularly those who were new to the bank. Further investigation, however, found that some of these customers had been simply unaware of the charges and deemed them inappropriate.

Based on such findings, the bank in this example might well have also researched the role of its service delivery system. Employee group interviews are extremely helpful in identifying problems that hinder front-line performance. Many customer defections are influenced by the system under which employees operate and this manifests itself to the customer in the form of staff indifference and incompetence. Changes in the service delivery system can help improve staff performance and limit customer migration.

### Instituting change

Once the issues surrounding customer attrition are fully explored, effective customer retention programs can be developed. Based on the research, specific service and product refinements can be targeted to retaining accounts.

## ACG RESEARCH SOLUTIONS

Chromalloy Plaza  
Suite 1750  
120 South Central  
St. Louis, Missouri  
63105

PHONE: 314-726-3403  
FAX: 314-726-2503

Contact Vicki Savala

**We Offer Both Qualitative & Quantitative Services:**

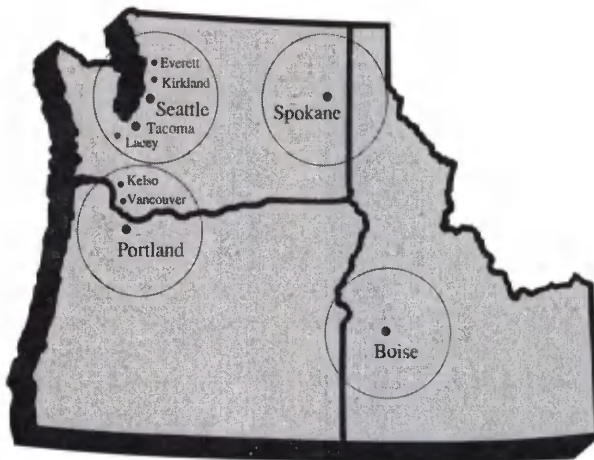


Circle No. 215 on Reader Card

Seattle  
Portland  
Spokane  
Boise

- Mall Intercepts
- Focus Groups
- Central Telephone
- Pre-Recruits
- Audits
- Distribution Checks
- CRT Interviews
- Product Purchases
- Mystery Shopping
- Medical
- Executive

## We Cover The Northwest



We've been collecting data and keeping clients happy in the Northwest for over 30 years. Call us.

## Consumer Opinion Services

We answer to you

12825 1st Ave. South · Seattle, WA 98168  
206/241-6050 ask for Jerry, Dorothy or Greg Carter

Circle No. 216 on Reader Card



As a result of one study, for example, it was suggested that branch personnel be given more flexibility to make decisions, particularly with regard to check clearing. Priority was to be given to longstanding customers with high balances.

Based on this research, it was also suggested that the routine procedures for processing loan and credit applications be modified for certain high revenue and self-employed customers. Extending branch hours in "A" type, high deposit branches was also recommended.

Estimates of the number of accounts that could be saved, given these changes, were calculated based upon the information gleaned from customer retention research. The bank viewed these refinements as investments in future revenue streams and also used "time/value of money" calculations to help determine the merit of these changes.

#### **Tracking where the money is going**

Customer retention research also helps the bank marketer trace where the money is going, which competitors are

taking customers and what their strategies are. Armed with this information banks can adopt strategies aimed at preventing customer migration.

A well known regional bank in a mid-Atlantic state found that its money market customers were taking their money out and switching to mutual funds, chiefly because of rates. Once there, the customer valued the service and investment diversity of the mutual fund company more than the safety offered by their bank.

This research finding prompted the bank to take a more aggressive stance against fund disintermediation, because it can lead to a deterioration in the relative value of the customer relationship. It was incorrect for the bank to assume that the money would eventually come back when rates rose.

Once a customer retention program is underway, resources should be allocated to updating the research periodically and measuring the effect of the program. Customer attrition tracking helps marketers systematically measure the rate of product line defections and gauge retention programs against goals.

Such information provides constant feedback on the actual causes of closed accounts and provides bank management with a tool for continually refining service and products.

Traditional customer satisfaction tracking programs should also be refocused in order to measure and track the size of the customer base "at risk." This measure can be included along with other performance assessments in management's scorecard.

Increases in the numbers of "at risk" customers should be seen as "red flags" of customer migration and declines in product line revenues. Areas that show deteriorating customer satisfaction can be identified and targeted for improvement.

Many banks recognize the value of obtaining current customer feedback. But they fail to realize that former customers can provide the missing ingredient for a program dedicated to improving customer loyalty and revenues. Once former customers are included, the bank can build a profit-oriented service and product quality strategy as a means toward retaining customer relationships. □

## ***How To Find The Best Deal On WATS Interviewing.***

The high costs of telephone interviewing getting you down? I/H/R Research Group can help — with the highest quality, lowest prices, and best service available anywhere.

- 75 line national coverage
- MRA certified interviewers
- Project bids in one hour
- 50 Ci2/CATI stations
- Highest quality
- On/off premise monitoring
- On time results
- Low prices
- State-of-the-art technology

What makes I/H/R the best? Some say it's our on-going training program or our great supervisors... But, what seems to make our clients even happier are the really competitive prices. We're growing, so we can afford to bid very aggressively.

If you're tired of the same old song and dance, give I/H/R Research Group a call. We'll make sure your job's done right and at a cost you can live with.

### **I/H/R Research Group** *Quality Marketing Research That Works.*

4440 S. Maryland Pkwy. - Suite 203 - Las Vegas, NV 89119 - (702) 734-0757

## American Express

continued from p. 9

ees to discuss the customer satisfaction information, Gross says. "We have hundreds of offices around the country, so it's hard to get out and chat with everybody. But it's essential for support groups like ours, and our consultants and researchers, to work directly with operations. Before we talk research and numbers, we ask what they are hearing and what they feel the issues are. Then we actively participate in the improvement process. It helps keep us down to earth."

Those dealing with business travel receive quarterly reports; those in the membership travel offices get reports twice a year. The Travel Service offices receive a report with information specific to their location, some national benchmarks and national averages. Offices are also shown how they scored in comparison to other offices of similar size and type. "We've learned a couple of things: the benchmarks have to be relevant," Gross says. "For example, if they're a small office, and they feel that

there's a natural advantage to being big, or vice versa, they'll ignore their results. We want people to reach. We'd like

*"I think customer satisfaction research is here to stay in the companies that probably need it least. These companies are already in close touch with their customers, they have an emphasis on continually improving the way they work and their first commitment is to their people."*

them to say gosh I'm at an 80 and the best person in the country who's just like me is a 99, I can do it."

Rather than make customer satisfaction/service quality results a basis for punitive action against employees, they should be used to set business objectives and as an incentive for improvement. At American Express Travel Related Services, customer satisfaction levels influence employee incentives and bonuses. "If you don't score on customer satisfaction, you don't earn. It's a basic requirement," Gross says.

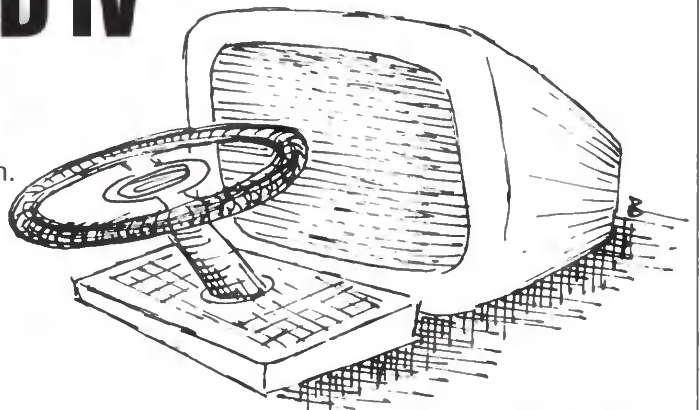
### Wrong reasons

Customer satisfaction, service quality, total quality management—call it what you will, it's all the rage right now in U.S. business. Some companies might be getting into it because it's hot, or because everyone else is doing it. But those are the wrong reasons, Gross says. "If you're not able to tie it to the bottom line, you shouldn't be making the investment. Save your time and money until you're ready. That's smart business. Smarter business is to take customer satisfaction information and use it, because it's incredibly powerful."

# ACCORDING TO A RECENT SURVEY, 9 OUT OF 10 EVALUATORS OF STATPAC GOLD IV BECOME USERS.

Professional's choice for survey & marketing research. User-friendly, comprehensive & dependable. Camera ready tables & graphics. Basic & advanced statistics. CRT & telephone interviewing. Easiest to learn. Guaranteed.

**StatPac Inc.**  
3814 Lyndale Ave. S.  
Minneapolis, MN 55409  
Tel: (612) 822-8252  
Fax: (612) 822-1708



## CALL TODAY FOR A TEST DRIVE.

**StatPac**

The Right Choice for Survey & Marketing Research.



"I think customer satisfaction research is here to stay in the companies that probably need it least. These companies are already in close touch with their customers, they have an emphasis on continually improving the way they work and their first commitment is to their people."

Another stumbling block for companies looking to implement a service quality program can be difficulty in making customer satisfaction part of the corporate culture. Either because of bureaucracy or employee skepticism, many firms can't fully embrace the quality gospel—and that usually spells failure for any fledgling customer satisfaction efforts.

BAI's Richard Reiser: "There are going to be a lot of companies that get dissatisfied with the way they're doing customer satisfaction work as the numbers don't change and their ability to use the data as a managerial tool doesn't seem to work because they've been dealing with generalities. Some will get dissatisfied and stop. Some will move

on to more sophisticated measures.

"You can't design a process that's just going to be a senior management

*"You can't design a process that's just going to be a senior management report on the happiness of the customers. It has to be designed as something that can be used at every level of the company, so that people at every level of the company can see the importance of what they do relative to what the customer experiences."*

report on the happiness of the customers. It has to be designed as something

that can be used at every level of the company, so that people at every level of the company can see the importance of what they do relative to what the customer experiences."

Gross says that customer satisfaction research has been successful at American Express because the company has been clear about what its main goal is. "Customer satisfaction research and the customer orientation of our business is a fundamental principal of our company. We believe that we serve three constituencies: the external customers, our employees, and our shareholders. All of our management goals are now organized to those three constituencies. We believe that we as management should be creating employee satisfaction, that happy, motivated people on the front lines armed with efficient work processes and support will create delighted customers, and that this leads to increased profits and better margins. And the cornerstone of all this is having a clear read on what matters to customers." □

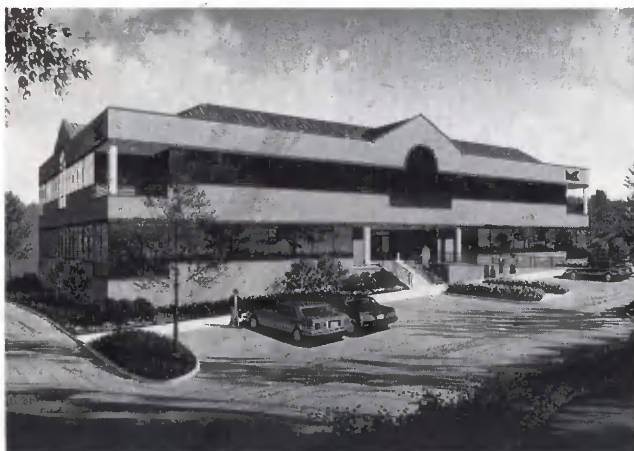
Chesapeake Surveys has moved into a new and more spacious corporate headquarters.

It was time. Thanks to all of the support over the past 7 years, we've grown into a company of over 50 people. That was just too many for our old offices to handle.

Our new headquarters in Owings Mills, Maryland, not far from our old Towson location, provides more space for more people to do more research faster and better than ever.

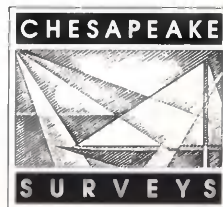
We have expanded our Focus Group facility to include 3 Focus Group suites with client

# WE'VE ESTABLISHED A NEW PORT OF CALL.



lounges. We've enlarged our data processing and quantitative service groups, added to our telephone center, and much more.

As of June 1, 1992, you'll find us in our new Owings Mills facility. Come and see us soon. After all, without our clients, we wouldn't have gone anywhere.



4 Park Center Court  
Suite 100 • Owings Mills, MD 21117  
410-356-3566  
Fax: 410-581-6700



## Survey Monitor

continued from p. 21

of all three groups.

"Drinking during pregnancy may cause birth defects. Women should avoid alcohol during pregnancy"—known by 98% of all those polled, by 99% of 14-20 year-olds, and by 99% of 14-20 year olds, and by 98% of those 21 and older.

"Alcohol may be hazardous if you are using certain kinds of over-the-counter prescriptions, or illegal drugs"—known by 97% of all persons sampled, 94% of those 14-20 years of age, and 98% of all adults.

"Drinking alcohol may become addictive"—known by 98% of those polled in each group.

"It is against the law to purchase alcohol for persons under age 21"—known by 99% of all those sampled, 98% of the adults and 100% of those under 21.

The survey also asked members of the public about the effectiveness of the proposed warnings in alcohol advertising. Again, the results were consistent across age categories, with seven in ten

finding them ineffective in reducing abuse. Breaking the categories down, 73% of the total sample, 69% of 14 to 20 year-olds, and 73% of those 21 and older said the warnings would not reduce abuse.

One of the key reasons that people don't believe warning labels will work to reduce alcohol abuse may be that more than three-fourths (77% of all those sampled and 79% of those aged 14 to 20) feel that if someone is already aware of the possible dangers of using a product, then those people "aren't likely to pay attention" to warnings.

Also released were statistics regarding the effect of advertising on Americans' alcohol consumption practices. Only 4% of all those who drink said that advertising influenced their original decision to start drinking, while just 3% said that advertising influences how often they drink or how much they drink.

## Aging population will affect insurance industry

Changing demographic trends in the United States will dramatically affect

the insurance industry in coming years, according to a new study by Conning & Company, a Hartford, CT-based investment and research company specializing in the insurance industry.

"Insurance products will be affected in different ways and to varying extents, however," says Carl Copp, Conning vice president. "For example, annuities and health insurance products should benefit greatly because our aging population means more people will be accumulating assets for retirement and incurring higher medical expenses.

"On the other hand, the significant downward trend in household formations (517,000 in 1990 vs. a rate of 1.3 million in the 1980s) will have a negative effect on the homeowners' insurance market," Copp says.

An area with enormous potential, according to the study, is long-term care. Copp says two out of five people over 65 will at some time require nursing home care, and so far, only one percent of the \$50-billion spent annually on long-term care is being financed by insurance. He says older people spend

# Get The Latest In Market Intelligence In Your Industry

Check the appropriate boxes and attach your business card to receive your free Table of Contents from the FIND/SVP and Packaged Facts market studies listed below

### FOOD

- Bread
- Cheese
- Condiments
- Diet Aids
- Fresh Produce
- Gourmet/Specialty Foods
- Healthy Prepared Foods
- Healthy Snacks
- Light Desserts
- Light Foods
- Low-Cholesterol & Low-Fat Foods
- Mail Order Foods
- Microwaveable Foods
- Microwaveable Frozen Sandwiches
- Pasta
- Poultry
- Prepared Frozen Foods
- Pretzels
- Salad & Cooking Oil
- Sauces & Gravies
- Seafood
- Soup
- Sweet Baked Goods
- Yogurt

### BEVERAGE

- Energy Drinks
- Fruit & Vegetable Juices
- Gourmet Coffees & Teas
- Microbreweries
- New Age Beverages

### DRUGS

- Alternative Drug Delivery Systems
- Central Nervous System Drugs
- Cold, Cough & Flu Remedies
- Rx-to-OTC Drug Switches

### PERSONAL CARE/HOUSEHOLD PRODUCTS

- Adult Incontinence Market
- Eyecare Products
- Household Cleaners
- Insecticides
- Insect Repellents
- Non-Prescription Contraceptives
- Oral Hygiene
- Shaving Products
- Sun Care Products
- Skincare Products

### HEALTHCARE

- Ambulatory Care Clinics
- Dental Supplies
- Disposable Hospital Products
- Healthcare Cost Containment
- Home Medical Diagnostic Products
- Wound Care

### CONSUMER DURABLES

- Greeting Cards
- Physical Fitness & Exercise Equipment

### RETAILING/CONSUMER SERVICES

- Automotive Aftermarket
- Diet Centers
- Specialty Retailing

### WATER & WASTE MANAGEMENT

- Air Pollution
- Hazardous Waste Management
- Municipal Solid Waste
- Public Water Supply
- Water Purification

### DEMOGRAPHICS

- Corporate Environmental Programs
- Emerging Lifestyles in the 1990s
- Hispanic Market in the 1990s
- Green Consumer
- Infant/Toddler/Preschool Marketing to Women in the 1990s
- Maturity Market
- New Baby Boom

THE NEW BABY BOOM

Find/SVP

Attach your business card and mail to:

**Find/SVP**  
625 Avenue of the Americas  
New York, NY 10011  
(212) 645-4500

QMRR10



twice as much on health care as those under 30 and the number of Americans over 65 will increase almost twice as fast as the general population in the 1990s. The number of very aged (over 85) will jump 42 percent.

Copp notes that demographic changes will affect primarily personal insurance markets because commercial lines are considerably more influenced by competition, rate levels, tort system changes and regulation.

Copp says the major demographic trends that will affect the insurance industry in the next ten years are:

- An aging population
- Slowing population and economic growth
- Increasing health care costs.

The Conning study, "Demographics: Changing Demands for Insurance Products," explores changes in the U.S. population growth curve; changes in the social fabric and economic outlook for the country; shifts in income, wealth and spending; and the insurance products most likely to be affected by these demographic trends.

## Study finds less clutter on Spanish TV

The results of a month-long study of advertising clutter on Spanish- and English-language network television has revealed there is substantially less advertising clutter on Spanish-language television, thus meaning a better value for the Spanish-language advertiser. The study was conducted by Market Development, Inc. (MDI), a San Diego-based firm specializing in research among U.S. Hispanics.

From March 17 through April 15, 1992, MDI recorded and logged every commercial/spot that aired during prime time on a randomly selected television network, including English-language ABC, CBS, and NBC, and Spanish-language Univision and Telemundo. In this case, prime time was defined as 7-10 p.m. to include the greatest amount of time commonly considered prime time by English- as well as Spanish-language media. Over the course of the study, the prime-time commercials aired on each of the five networks were re-

corded six times for a total of 18 hours of commercial screenings.

Having recorded a grand total (national and local) of 3011 commercials/spots during the 30-day period, the MDI study showed that 1951 were English-language commercials, while 1060 aired in Spanish. On an hourly basis, an average of 33 percent fewer commercials/spots aired in Spanish (21) than English (32) on national network television. Looking solely at the number of commercials aired for nationally or regionally branded products or services, the three English-language networks showed an average of 18 commercials per hour, as opposed to the nine commercials per hour aired by the two Spanish-language networks. For nationally or regionally branded products/services, therefore, twice as much ad clutter exists on English-language television.

"This relatively uncluttered message environment suggests that a message would have a far better chance of impacting on its potential target audience in Spanish media," says Dr. Henry

Adams, executive vice president of MDI. "On average, a branded product should get at least double the 'bang for its buck' in Spanish than it does in English since there are half as many commercial messages with which to compete for the viewer's attention."

The study also revealed a clear difference in the composition of ad clutter across two media. In English, five major categories represent over half of the ad clutter, with clear dominance by automobiles (22%). Cosmetics and toiletries, quick-service restaurants, and over-the-counter drugs each accounted for nine percent of English-language ad clutter, while retail stores and chains had eight percent.

Conversely, Spanish-language ad clutter is more evenly distributed, and across different categories. Prepared foods had the greatest share of Spanish-language ad clutter (16%). Autos and telecommunications tied at 12 percent, followed by retail stores and chains, and cosmetics and toiletries, each with 11 percent.

Concept, Commercial, Taste Testing  
Focus Group Facilities

### CSi Testing Centers

Boston • New York Metro • Philadelphia S.M.S.A.  
One Call (203) 797-0666 Fax: (203) 748-1735

Circle No. 221 on Reader Card

"They didn't just tell me how my customers *felt* about our service, they showed me how to *improve* it."

"I see."

"No... ICR."

A satisfied customer is a repeat customer. ICR's Customer Satisfaction research gives you the information you need to improve the quality of your products and services in ways that are truly meaningful to your target market.

**ICR**

We do more than excel.

AUS Consultants • ICR Survey Research Group  
605 West State Street • Media, PA 19063 • (215) 565-9280 • FAX (215) 565-2369



## Names of Note

continued from p. 22

Langhorne, PA-based *ICT Group*, a provider of telephone marketing and market research services, has named **Steven Cosentino** vice president of operations.

**Laverne M. Price** has been promoted to research officer at *Teachers Insurance and Annuity Association-College Retirement Equities Fund*, New York City.



Cobourn



Allan

**Judy Cobourn** and **Crystal Allan** have been promoted to the position of account executive at *Chilton Research Services*, Radnor, PA.

*he Matrix Group*, a Lexington, KY-based research firm, has named **Molly Sweazy Burlew** project manager.

**Karen Motyka** will manage the new regional office of *Nordhaus Research, Inc.* in Baltimore.

**Gary Cunningham** has joined *Aspen Research, Inc.*, Coral Gables, FL, as research associate.

After an extended illness, **Al Amidei** has returned to *Ask Southern California, Inc.* as executive vice president. In addition, **Jon Marshall** has been promoted to vice president of sales and marketing, and **Jennifer Kerstner** has been promoted to vice president of operations at the Orange, CA firm.

**George Szybillo** has joined *Simmons Market Research Bureau*, New York City, vice president/technical director for syndicated studies.

**Randy Thompson** has joined the multiclient studies group of *Doane Marketing Research* as new project di-

rector. In addition, **Greg Malcom** joins the St. Louis-based firm as research associate.

**James Spaeth** has joined *ASI Market Research*, New York City, as executive vice president-ventures.

**Douglas Collier** has been promoted to senior account representative at *Ruf Corporation*, Olathe, KS, for its new product TRW/Ruf Business Clusters.



Collier



Neihsel

**Thomas Neihsel** is president and owner of *Youth Marketing Solutions*, a new Cincinnati-based marketing research and consulting firm specializing in children, teenagers, their parents, and

# Relax. Virginia's Largest Full Service Research Firm Provides Everything.

Whether you require a complete, full service research study that includes design, data collection, analysis and recommendations, or just the individual components, Southeastern Institute of Research can provide it all. We will satisfy all your marketing research needs using monitored phone banks, one-on-one in-depth interviews, monthly omnibus polls, consumer intercepts or total focus group capabilities for whatever level of service you require.

SIR, a full service custom marketing research company, has been serving national and regional consumer and business-to-business clients since 1964.

For more information about our services and facilities, contact Robert M. Miller, President, or Richard G. Steele, Executive Vice President at 2325 West Broad Street, Richmond, VA 23220 or phone (804) 358-8981.



**Southeastern  
Institute of  
Research, Inc.**

*Custom Marketing Research*



young adults.

**Joe Jesuele** has joined *Target Research Group Inc.*, Spring Valley, NY, as principal and executive vice-president.

Chicago-based *Creative & Response Research Services, Inc.* has announced several staff promotions and additions. Promoted: **Diane Addabbo** and **Ed Schneider** to vice president; **Adina Ben-Zeev** to project coordinator. Hired: **Tracy Shapey** will start a new division of the firm specializing in the process of creating ideas for clients; **Stu Romm** as research analyst; **Lynn Johnson** as manager of Idea Development Services; **Amye Rusdorf** has joined the Coding Department; **Lisa Zielenko** and **Ina Miery Teran** as associate account executives; **Melissa Rhodes** as project coordinator.

**Laura Roggi** has been named president and chief operating officer of *Lieberman Research Suburban*, White Plains, NY. In addition, **Elana Hudak** has been promoted to vice president, business development; **Julie Vreeland** has been promoted to vice president, research director; and **Annette Weiss** has been promoted to vice president, client services. **Diane Parus** and **Lisa Hughes** have joined the firm as vice president, client services.

**Jim Timony** has joined *Bruskin/ Goldring Research* as account executive.

*Schulman, Ronca & Bucuvalas, Inc.*, a New York City-based public opinion and market research firm, has added **Lisa Spielman** as a senior analyst and **Roseana Zanazzi** as an assistant project director.

**Richard Cottrell** has joined the Toledo, OH-based *Automotive Research Group of Maritz Marketing Research Inc.* as director of telebusiness programs.

**Catherine "Mickey" McRae** has joined *Alliance Research, Inc.*, Crestview Hills, KY (Greater Cincinnati), as director of qualitative research.

**Jim Steber** has joined *DataSource*, Indianapolis, as vice president of data collection.

## Research Company News

continued from p. 23

Phone 313-994-0003. Fax 313-994-1228.

Princeton, NJ-based **Total Research Corporation** has formed an alliance with **Quality Improvements (Qi)**, a Swiss-based strategic quality management consulting firm. Qi will serve as a liaison for clients of Total Research, providing local coordination and facilitation of activities involving Total Research's quality management and customer satisfaction research capabilities.

Indianapolis-based **Walker Research, Inc.** is now doing business under the new trade name, **Walker Group**.

**Target Research Group Inc.** has moved to new offices at 150 Airport Executive Park, Spring Valley, NY 10977.

**Coleman Research** has moved to new offices at 2209 Century Dr., Ste. 500, Raleigh, NC 27612-3960. Phone 919-790-0000.

**Survey Research Group (SRG)**, an Asian market research organization, has joined the CSM Worldwide network as its tenth member. The SRG Companies joining the network include: Survey

Research Hong Kong, Survey Research Indonesia, Survey Research Malaysia, Survey Research Singapore, Survey Research Taiwan, Deemar Company (Thailand), Hankook Research (Korea), Pulse Research Group (The Philippines), SRG China. The CSM Worldwide network is an organization dedicated to measuring and improving customer satisfaction and quality on a global level. For more information contact Larry Crosby at 602-831-2971.

**Doris M. Santos, Ph.D.**  
15 years of experience  
Focus Groups and  
Quantitative Research



**The Hispanic Market  
Research Group, Inc.**

8357 W. Flagler St., Suite 344  
Miami, FL 33144  
Tel. (305) 662-0255 • Fax (305) 266-8585

Circle No. 224 on Reader Card

"My research company applies  
multivariate analyses to give me  
information I can really use."

"I see."

"No... ICR."

Today's marketing strategies can't be formulated with yesterday's methods. ICR's Advanced Research Technologies Group provides state-of-the-art Multivariate Analytic techniques, to help you get the most from your research data.

**ICR** We do more than excel.

AUS Consultants • ICR Survey Research Group  
605 West State Street • Media, PA 19063 • (215) 565-9280 • FAX (215) 565-2369

## Letters

continued from p. 14

fied to the recruiter. All of the elements of the recruit (cost of mailing, projected return rate, projected incidence of qualified respondents, cost of telephone contact if time to invite by mail is not sufficient, incentive level, etc.) are broken out in the bid specification. This way, if the assumptions are incorrect, the client (we) will pay the extra cost. The assumptions are then altered for the next study, and over a period of time,

the client becomes much more accurate in predicting all of the cost-related variables. The important concept here is that the recruiter is never put in a position of having to deliver a set number of "warm bodies" for a set price. The pressure to deliver quantity rather than quality is greatly reduced or eliminated.

These are just a few examples of how the client can affect higher quality recruiting by taking responsibility for a higher level of professional participation in the process of conducting marketing research.

David P. Bostwick  
Director, Business Planning & Research  
Chrysler Corporation  
Highland Park, MI

### Many churches do research

Your June/July "Trade Talk" section on Rosewood Church was quite interesting (as is the entire publication, generally). In the article, you quoted Pastor Kauffman as saying that "I don't know

of any other church that has done a survey of their congregation to this extent." I thought you might be interested to know that there are actually quite a number which have. In fact, many of these churches have worked with us on research that extended far beyond the congregation, into the community.

We've conducted qualitative studies for churches ranging from the (at that time) 40-person Knox Presbyterian Church in California, to the 15,000-person Willow Creek Community Church in Illinois. These studies have included using secondary data, congregational surveys, and full-blown primary studies of the community surrounding the church.

Thanks for an enjoyable and helpful publication. Just thought you'd like to stay on top of some of the work that's being done within our industry.

Ron Sellers  
Project Director  
Barna Research Group  
Glendale, CA

### Immediate Quality Data

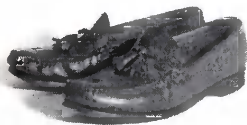
coding  
keypunch  
tables  
statistics  
cross-tabs

Data on floppy or  
telecommunicated

**(315) 458-9327**

Circle No. 225 on Reader Card

## Group Dynamics ~ For People From All Walks Of Life



Joel, 41, orthopedist, Voorhees



Louise, 28, stockbroker, Philadelphia



Hank, 45, farmer, Bucks County



Bob, 34, construction worker, Camden



Susie, 20, student, Villanova



Walter, 70, retired, Medford Lakes



GROUP DYNAMICS IN FOCUS

555 City Avenue  
Suite 580  
Bala Cynwyd, PA 19004  
215/668-8535

You don't have to travel to all 50 states to talk to America. Visit us at our Philadelphia focus group facility or our new facility in Cherry Hill. Either way, you'll be able to draw respondents from urban, suburban, and rural backgrounds without ever leaving the Delaware Valley.



GROUP DYNAMICS/CHERRY HILL, INC.

Plaza 1000 at Main Street  
Suite 406  
Voorhees, NJ 08043  
609/424-1911

**SUBSCRIBE!**  
*To Quirk's Marketing Research Review*

Get current information on the marketing research industry, technique discussion and the most complete directories of research suppliers available for only \$40 for one year (10 issues).

Payment of \$40 enclosed

Charge Credit Card

MasterCard  Visa

\_\_\_\_\_  
CHARGE ACCOUNT NUMBER

\_\_\_\_\_  
EXPIRATION

\_\_\_\_\_  
SIGNATURE  
(REQUIRED FOR ALL CREDIT CARD ORDERS)

Name \_\_\_\_\_ Title \_\_\_\_\_

Company Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zipcode \_\_\_\_\_



Place  
Postage  
Here

*Quirk's*

**MARKETING RESEARCH**

*Review*

P.O. Box 23536

Minneapolis, MN 55423

## Product & Service Update

continued from p. 25

data analysis package for PCs. The newest version of Axum allows users to automate repetitive graphing and data analysis tasks with batch processing capabilities. These batch programs can be written automatically by Axum and can be used to control Axum from other programs. In addition, Axum 2.0 offers all-new automatic axes scaling and intelligent tick placement methods that allow users to create publication-quality graphs.

Axum 2.0 offers major advances in 3D, 2D, and contour plotting. Users can now use unlimited-sized data sets to produce 3D mesh surfaces, which can be filled with varying colors. Stacked 3D contours can be created for both gridded or irregularly spaced data. Enhanced 2D graphing capabilities include additional curve fitting plot types and labeled scatter plots. Users can also choose from PostScript fonts in addition to the 22 built-in fonts when annotating their graph. New supported graphics export file types include TIFF, Color PostScript, and HPGL2.

The program's data editor now lets users sort multiple columns of data of any size. In addition, users can perform operations on blocks as well as columns and rows. A function evaluation menu has been added, allowing users to evaluate arbitrary functions. The new version automatically uses EMS, XMS, and the high memory area and requires less memory to run (420K). For more information call 800-548-5653.

## Forms processing package reads boxes, text

A new forms processing software package, ALEX-FORM, has been introduced by A.L. Systems, a London-based software company. The program processes check boxes at 150 per second and will automatically OCR any clearly printed or typewritten text on the form at 360 words per minute. Handwriting cannot be accurately OCR'd. ALEX-FORM displays the words on the screen in the relevant location. It ensures that the data goes in the corresponding field. The operator just has to transcribe the handwritten characters correctly. If a handwritten box is empty, the program detects this and skips over

it. For more information contact A.L. Systems' U.S. representative, Martin Russell, at 415-381-0574.

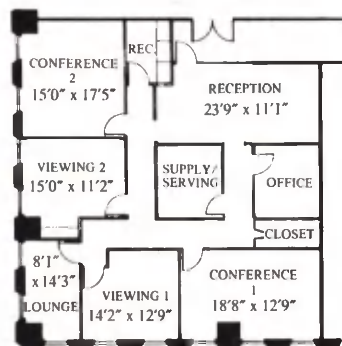
## Version 1.2 of EZREPORT

Raosoft EZREPORT version 1.2 is a DOS-based report writer that lets users produce custom reports from any dBASE-type database. It will run on single or multiple floppy or hard disk drives and needs 512K memory, DOS 2.0 or higher. It is networkable and can

run under the Windows environment. There is no limit to the database size that it can work with except system capacity. The software features an intuitive command structure, which is characterized by its reduced command set in straightforward English words. EZREPORT will support all types of periodic report preparation. It will provide additional capacity to users of Raosoft SURVEY, version 2.0, such as allowing for comparison of survey results over different time periods. For more information, call 206-525-4025.

## NEW ORLEANS...

Hygeia Marketing Associates' upscale focus group facility!



- **RECRUITING**—medical, executive and consumer
- **UNIQUE**—the **ONLY** facility in New Orleans—walk to convention center, French Quarter, hotels and restaurants
- **FACILITY**—two focus group rooms with viewing areas, and an adjacent, comfortable client lounge



The Lykes Center • 300 Poydras Street, 17th Floor  
New Orleans, LA 70130 • (504) 524-1311

Circle No. 227 on Reader Card

“Very creative...they combined EXCEL omnibus and full custom capabilities to save me big dollars!”

“I see.”

“No... ICR.”

ICR is uniquely positioned to provide you with the best of both custom and omnibus worlds. The cost-efficiency of an omnibus study, the overall precision and reliability of a full custom survey: our services are tailored to your specific needs.

# ICR

We do more than excel.

AUS Consultants • ICR Survey Research Group  
605 West State Street • Media, PA 19063 • (215) 565-9280 • FAX (215) 565-2369



# QUALITATIVE RESEARCH/FOCUS GROUP MODERATORS

Listed below are names of companies specializing in focus groups. Included are contact personnel, addresses and phone numbers. Companies are listed alphabetically and are also classified by state and specialty for your convenience. Contact publisher for listing rates: Quirk's Marketing Research Review, P.O. Box 23536, Minneapolis, MN 55423. 612/861-8051.

**ADI Research, Inc.**  
(See *Matrixx Marketing*)

**Analysis Research Limited**

4655 Ruffner St., Ste. 180  
San Diego, CA 92111  
Ph. 619-268-4800  
Contact: Arline M. Lowenthal  
*All Qual. Needs: Eng. & Span.  
Recruit/Moderate/Analysis.*

**The Answer Group**

4665 Cornell Rd., Ste. 150  
Cincinnati, OH 45241  
Ph. 513-489-9000  
Contact: Lynn Grome  
*Consumer, HealthCare, Prof.,  
Focus Groups, One-On-Ones.*

**Answers Research**

225 Stevens Ave., Ste. 108  
Solana Beach, CA 92075  
Ph. 619-792-4660  
Contact: David Farlow  
*Business-to-Business, Hi-Tech,  
Medical, New Product, Biotech.*

**Auto Pacific Group, Inc.**

12812 Panorama View  
Santa Ana, CA 92705-1340  
Ph. 714-838-4234  
Contact: George Peterson  
*Auto Marketing & Product Experts.  
700+ Groups Moderate & Recruit.*

**Brand Consulting Group**

17117 W. Nine Mile Rd./Ste. 1020  
Southfield, MI 48075  
Ph. 313-559-2100  
Contact: Milton Brand  
*Consumer, Advertising Strategy,  
New Product Strategy Research.*

**Brittain Associates, Inc.**

3400 Peachtree Rd., Ste. 1015  
Atlanta, GA 30326  
Ph. 404-365-8708  
Contact: Rhonda Davidson  
*10 Years Moderating For Financial  
Services Industry.*

**Chamberlain Research Consultants**

12 East Olin Ave.  
Madison, WI 53713  
Ph. 608-258-3666  
Contact: Sharon Chamberlain  
*Full-Service Marketing Research/  
Business & Consumer Studies.*

**Clarion Marketing and Comm.**

340 Pemberwick Road  
Greenwich, CT 06831  
Ph. 203-531-3600  
Contact: Thomas L. Greenbaum  
*Clarion Offers Unique Approach To  
Groups; Call to Find Out Why.*

**Consumer Opinion Services**

12825-1st Ave. South  
Seattle, WA 98168  
Ph. 206-241-6050  
Contact: Jerry Carter  
*Consumer, Business Groups and  
One-On-Ones.*

**Creative Marketing Solutions, Inc.**

P.O. Box 487  
Lahaska, PA 18931  
Ph. 215-357-3655  
Contact: Larry Schwarz  
*Experienced Specialists in  
Qualitative Research Techniques.*

**Creative & Response Svces., Inc.**

500 N. Michigan Ave., 12th Fl.  
Chicago, IL 60611  
Ph. 312-828-9200  
Contact: Sanford Adams  
*Thirty Years of Leadership in  
Qualitative Research.*

**Cunninghis Associates**

43 Middleton Lane  
Willingboro, NJ 08046  
Ph. 609-877-5971  
Contact: Burt Cunninghis  
*37 Years Exp., Moderator &  
Moderator Training.*

**Daniel Associates**

49 Hill Rd., Ste. 4  
Belmont, MA 02178  
Ph. 617-484-6225  
Contact: Stephen J. Daniel  
*FOCUS/IT Understanding the High  
Tech Buying Process.*

**Dolobowsky Qual. Svcs., Inc.**

94 Lincoln St.  
Waltham, MA 02154  
Ph. 617-647-0872  
Contact: Reva Dolobowsky  
*Experts In Ideation & Focus  
Groups. Formerly with Synectics.*

**Doyle Research Associates, Inc.**

919 N. Michigan/Ste. 3208  
Chicago, IL 60611  
Ph. 312-944-4848  
Contact: Kathleen M. Doyle  
*Specialty: Children/Teenagers  
Concept & Product Evaluations.*

**D/R/S HealthCare Consultants**

3127 Eastway Dr., Ste. 105  
Charlotte, NC 28205  
Ph. 704-532-5856  
Contact: Dr. Murray Simon  
*Specialists in Research with  
Providers & Patients.*

**Equifax/Quick Test Opinion Ctrs.**

5430 Van Nuys Blvd., #102  
Van Nuys, CA 91401  
Ph. 213-872-1717  
Contact: Louise Kroot-Haukka  
*Consumer/Pkgd. Goods/Advertising  
Heavy Experience in Fast Food.*

**Find/SVP**

625 Avenue of the Americas  
New York, NY 10011-2002  
Ph. 212-645-4500 x208  
Contact: Ann Middleman  
*Mktg Consulting & Rsch. Health  
Care, Telecomm., & Technology.*

**First Market Research Corp.**

2301 Hancock Drive  
Austin, TX 78756  
Ph. 800-FIRST-TX (347-7889)  
Contact: James R. Heiman  
*High Tech, Publishing,  
Bus.-To-Bus., Colleges.*

**First Market Research Corp.**

121 Beach St.  
Boston, MA 02111  
Ph. 617-482-9080  
Contact: Linda M. Lynch  
*Consumer, Retail, Banking,  
Health Care.*

**Focus America**

1140 Ave. of the Americas, 9th Flr.  
New York, NY 10036  
Ph. 212-302-1808  
Contact: David Schreier  
*Mid-Manhattan Loc./State of the Art  
Fac./15 Seat Viewing Room.*

**Focus On Kids**

327 Papin Avenue  
St. Louis, MO 63119  
Ph. 314-963-1902  
Contact: Alan Burns, Ph.D.  
*Kid/Mom Specialist; New  
Concepts/Products/Advertising.*

**Focus Plus**

79 5th Avenue  
New York, NY 10003  
Ph. 212-807-9393  
Contact: Elizabeth Lobrano  
*Impeccable Cons. & B-B  
Recruiting/Beautiful Facilities.*

**D.S. Fraley & Associates**

1205 East Madison Park  
Chicago, IL 60615  
Ph. 312-536-2670  
Contact: Diane S. Fraley  
*Full Qual. Specialty: Child/Teen /In-  
Home/Observational Rsch.*

**Gilmore Research Group**

2324 Eastlake Ave. E., Ste. 300  
Seattle, WA 98102  
Ph. 206-726-5555  
Contact: Carolyn McKernan  
*Exp. Prof. Moderators to Meet Your  
Needs.*

**Grieco Research Group, Inc.**

743 North Avenue 66  
Los Angeles, CA 90042  
Ph. 213-254-1990  
Contact: Joe Grieco  
*Marketing and Advertising  
Focus Groups.*

**GRM & Associates**

8807 Kingston Pike, # East E  
Knoxville, TN 37923  
Ph. 615-693-3500  
Contact: Christopher Wise  
*Quality Focus Facility/Recruit by  
Lifestyle Groups.*

**Hammer Marketing Resources**

179 Inverness Rd.  
Severna Pk. (Balt./D.C.), MD 21146  
Ph. 410-544-9191  
Contact: Bill Hammer  
*23 Years Experience - Consumer,  
Business & Executive.*

**Hispanic Marketing**

**Communication Research**  
1535 Winding Way  
Belmont, CA 94002  
Ph. 415-595-5028  
Contact: Dr. Felipe Korzenny  
*Hisp. Biling./Bicult. Foc Grps.  
Anywhere In U.S./Quan. Strat. Cons.*

**Horowitz Associates**

2 East Avenue  
Larchmont, NY 10538  
Ph. 914-834-5999  
Contact: Howard Horowitz  
*Cable/Video Marketing-Program-  
ming-Advertising Strategy.*

**iNFOCUS Group Services**

5101 Cleveland St., #304  
Virginia Beach, VA 23462  
Ph. 804-490-1351  
Contact: Grace Fuller-Stanton  
*Full Qual. & Facility. Consumer &  
Bus-to-Bus. Training. Seminars.*

**Intersearch Corporation**  
132 Welsh Rd.  
Horsham, PA 19044  
Ph. 215-657-6400  
*Contact: Robert S. Cosgrove*  
*Pharm.-Med./High-Tech/Bus.-to-Bus./Consumer/Telecomm.*

**Johnston, Zabor & Ascts., Inc.**  
P. O. Box 12743  
Rsch. Tri. Park, NC 27709  
Ph. 800-544-5448  
*Contact: Jeffrey M. Johnston*  
*Comp. Capabilities. New Prod./Svce./Cust. Satis./Comm. Rsch.*

**JRH Marketing Services, Inc.**  
29-27 41st Avenue  
New York, NY 11101  
Ph. 718-786-9640  
*Contact: J. Robert Harris, II*  
*Experience Counts: Check out the rest but USE THE BEST.*

**Kennedy Research Inc.**  
405A Waters Bldg.  
Grand Rapids, MI 49503  
Ph. 616-458-1461  
*Contact: Mary P. Tonneberger*  
*Cons. & Ind., Telocom., Health, Office Systems, Chemicals, Drugs.*

**KS & R Consumer Testing Center**  
Shoppingtown Mall  
Syracuse, NY 13214  
Ph. 800-289-8028  
*Contact: Lynne Van Dyke*  
*Qualitative/Quantitative, Intercepts, CATI, One-on-One.*

**Leichliter Associates**  
252 E. 61st St., Ste. 2C-S  
New York, NY 10021  
Ph. 212-753-2099  
*Contact: Betsy Leichliter*  
*Innovative Exploratory Rsch./Idea Development. Offices NY & Chicago.*

**Lubavs Qualitative Research**  
2116 Aberdeen  
Kalamazoo, MI 49008  
Ph. 616-381-7239  
*Contact: Aija Lubavs*  
*Moderator/In-Depth Interviewer Mktg. & Psychology Experience.*

**Management Research & Planning Corp.**  
303 Blake St., #200  
Raleigh, NC 27601  
Ph. 800-347-5608  
*Contact: John Watkins*  
*FORT.100 Elec., Comp., Int'l. Food & Chem., Pol., Spts., Pub., Cons. Pdcts.*

**Market Navigation, Inc.**  
**Teleconference Network Div.**  
2 Prel Plaza  
Orangeburg, NY 10962  
Ph. 914-365-0123  
*Contact: George Silverman*  
*Med., Bus.-to-Bus., Hi-Tech, Indust., Ideation, New Prod., Tel. Groups.*

**Matrixx Marketing-Rsch. Div.**  
Cincinnati, OH  
Ph. 800-323-8369  
*Contact: Michael L. Dean, Ph.D.*  
*Cincinnati's Most Modern and Convenient Facilities.*

**Mature Marketing Research Div.**  
**Consumer Sciences, Inc.**  
245 Federal Rd., Ste. B-22  
Brookfield, CT 06804  
Ph. 203-797-0666  
*Contact: Dr. Leslie Harris*  
*Reg., Nat'l. Studies. Full Svce. Qual. & Quan.*

**MedProbe Medical Mktg. Rsch.**  
7825 Washington Ave. S., #745  
Minneapolis, MN 55435  
Ph. 612-941-7965  
*Contact: Asta Gersovitz, Phm.D.*  
*MedProbe Provides Full Service Custom Market Research.*

**PACE, Inc.**  
31700 Middlebelt Rd., Ste. 200  
Farmington Hills, MI 48334  
Ph. 313-553-4100  
*Contact: Peter J. Swetish*  
*Full Service Vehicle Specialist-OEM & Aftermarket Experience.*

**Research Data Analysis, Inc.**  
450 Enterprise Court  
Bloomfield Hills, MI 48302  
Ph. 313-332-5000  
*Contact: Sanford Stallard*  
*Full Svce. Qual./Quan. Analysis/Auto./Adv./Comm.*

**Research In Marketing, Inc. (RIM)**  
508 Central Avenue  
Highland Park, IL 60035  
Ph. 708-433-8383  
*Contact: Larry Hammond*  
*Unsurpassed Quality, Competitive Pricing.*

**R J Research**  
P.O. Box 3787  
Santa Rosa, CA 95402  
Ph. 707-795-3780  
*Contact: Bob Pellegrini*  
*Full Service Qual./Quan., Most Packaged Goods & Bus. to Bus.*

**Rockwood Research Corp.**  
1751 W. County Rd. B  
St. Paul, MN 55113  
Ph. 612-631-1977  
*Contact: Dale Longfellow*  
*High Tech, Executives, Bus.-To-Bus., Ag., Specifying Engineers.*

**Rodgers Marketing Research**  
4575 Edwin Drive, NW  
Canton, OH 44718  
Ph. 216-492-8880  
*Contact: Alice Rodgers*  
*Creative/Cost Effective: New Product/Consumer, Etc.*

**Pamela Rogers Research**  
2525 Arapahoe Ave., #E4-174  
Boulder, CO 80302  
Ph. 303-494-1737  
*Contact: Pamela Rogers*  
*Environmental Issues-Healthy Food/Products/Packaging.*

**James M. Sears Associates**  
48 Industrial West  
Clifton, NJ 07012  
Ph. 201-777-6000  
*Contact: James M. Sears*  
*Business-To-Business And Executives A Specialty.*

**Southeastern Institute of Research, Inc.**  
2325 West Broad St.  
Richmond, VA 23220  
Ph. 804-358-8981  
*Contact: Rebecca H. Day*  
*Est. 1964, Full Service Qualitative and Quantitative Analysis.*

**James Spanier Associates**  
120 East 75th St.  
New York, NY 10021  
Ph. 212-472-3766  
*Contact: Julie Horner*  
*Focus Groups And One-On-Ones In Broad Range Of Categories.*

**Dwight Spencer & Associates**  
1290 Grandview Avenue  
Columbus, OH 43212  
Ph. 614-488-3123  
*Contact: Betty Spencer*  
*4'x16' Mirror Viewing Rm. Seats 8-12. In House Audio/Vid. Equip.*

**Jane L. Stegner & Ascts.**  
2215 Penn Ave. So.  
Minneapolis, MN 55405  
Ph. 612-377-2490  
*Contact: Jane Stegner*  
*Bus-To-Bus/Medical/Fncl. Svcs./Agric., Groups/1:1's.*

**Strategic Research, Inc.**  
4600 Devonshire Common  
Fremont, CA 94536  
Ph. 415-797-5561  
*Contact: Sylvia Wessel*  
*400 Groups, Hi-Tech/Medical/Financial/Transportation Svcs.*

**Sweeney International, Ltd.**  
221 Main St.  
Danbury, CT 06810  
Ph. 203-748-1638  
*Contact: Timm Sweeney*  
*Qualitative Research. Member: QRCA/AMA/Advt. Club.*

**Thorne Creative Rsch. Svces.**  
65 Pondfield Rd., Ste. 3  
Bronxville, NY 10708  
Ph. 914-337-1364  
*Contact: Gina Thorne*  
*Ideation, teens, New Product Ad Concepts, Package Goods.*

**The Travis Company, Inc.**  
509 Cathedral Parkway, Ste. 8E  
New York, NY 10025  
Ph. 212-222-0882  
*Contact: Jerry Travis*  
*Qualitative Research and Consultation.*

**TrendQuest**  
16959 Bernardo Ctr. Dr., #216  
San Diego, CA 92128  
Ph. 619-674-1031  
*Contact: Ann C. Klimowicz*  
*Health Care: Focus Groups, In-Depth One-on-Ones.*

**Venture Marketing Ascts, Inc.**  
3845 Viscount, Stes. 3 & 4  
Memphis, TN 38118  
*Contact: Lawrence Berry*  
*Hispanic, Medical, H & BA, Food, Business-To-Business.*

**Visual Research Communications, Inc.**  
441 Main St.  
Metuchen, NJ 08840  
Ph. 908-906-6556  
*Contact: Ricardo A. Lopez*  
*10 Yrs. Exper. in Hispanic Mkt. Biling., Focus Grp. Anywhere in U.S.*

**Dan Wiese Market & Research Direction**  
2108 Greenwood Dr. S.E.  
Cedar Rapids, IA 52403  
Ph. 319-364-2866  
*Contact: Dan Wiese*  
*Highly Experienced: Farmers, Consumers, Buisiness.*

**Youth Research/CSI**  
65 East India Row, Apt. 7F  
Boston, MA 02110  
Ph. 617-720-6060  
*Contact: Karen Forcade*  
*Consultants in Marketing to Children and Teens.*

Geographic and  
specialty indexes  
on next page



# STATE CROSS INDEX OF MODERATORS

Refer to Preceding Pages For Address, Phone Number and Contact Name

<p><b>California</b> Analysis Research Ltd. Answers Research Auto Pacific Group, Inc. Equifax/Quick Test Opinion Ctrs. Grieco Research Group, Inc. Hispanic Marketing R J Research Strategic Research, Inc. TrendQuest</p>	<p>Research In Marketing, Inc.</p>	<p><b>Missouri</b> Focus On Kids</p>	<p><b>Ohio</b> The Answer Group Matrixx Marketing Rodgers Marketing Research Dwight Spencer &amp; Associates</p>
<p><b>Colorado</b> Pamela Rogers Research</p>	<p><b>Iowa</b> Dan Wiese Mkt &amp; Rsch Direction</p>	<p><b>New Jersey</b> Cunninghis Associates James M. Sears Associates Visual Rsch Comm., Inc.</p>	<p><b>Pennsylvania</b> Creative Marketing Solutions Intersearch Corp.</p>
<p><b>Connecticut</b> Clarion Marketing and Comm. Mature Marketing Research Div. Sweeney International, Ltd.</p>	<p><b>Maryland</b> Hammer Marketing Resources</p>	<p><b>New York</b> Find/SVP Focus America Focus Plus JRH Marketing Services, Inc. Horowitz Associates, Inc. K S &amp; R Consumer Testing Ctr. Leichliter Ascts. Market Navigation, Inc. Sources For Research, Inc. James Spanier Associates Thorne Creative Research The Travis Company</p>	<p><b>Tennessee</b> GRM &amp; Associates Venture Marketing Ascts., Inc.</p>
<p><b>Georgia</b> Brittain Associates, Inc.</p>	<p><b>Massachusetts</b> Daniel Associates Dolobowsky Qual. Svcs., Inc. First Market Rsch. (L. Lynch) Youth Research/CSI</p>	<p><b>North Carolina</b> D/R/S HealthCare Consultants Johnston, Zabor &amp; Associates Management Rsch &amp; Plng Corp. Medical Marketing Research, Inc.</p>	<p><b>Texas</b> First Market Rsch. (J. Heiman)</p>
<p><b>Illinois</b> Creative &amp; Response Rsch. Svcs. Doyle Research Associates D.S. Fraley &amp; Associates Leichliter Associates</p>	<p><b>Michigan</b> Brand Consulting Group Kennedy Research Inc. Lubavs Qualitative Research PACE, Inc. Research Data Analysis</p>	<p><b>Wisconsin</b> Chamberlain Research Consultants</p>	<p><b>Virginia</b> iNFOCUS Group Services Southeastern Inst. of Research, Inc.</p>
<p><b>Washington</b> Consumer Opinion Services Gilmore Research Group</p>	<p><b>Minnesota</b> MedProbe Medical Mktg. Rsch. Rockwood Research Corp. Jane L. Stegner and Ascts.</p>		

# SPECIALTY CROSS INDEX OF MODERATORS

Refer to Preceding Pages For Address, Phone Number and Contact Name

<p><b>ADVERTISING</b> Analysis Research Ltd. Brand Consulting Group Chamberlain Research Cnsltnts. Creative &amp; Response Rsch. Svcs. Dolobowsky Qual. Svcs., Inc. Doyle Research Associates D.S. Fraley &amp; Associates Johnston, Zabor &amp; Associates Management Rsch. &amp; Plng. Corp. PACE, Inc. Research Data Analysis Rockwood Research Corp. Southeastern Institute of Rsch. James Spanier Associates Sweeney International, Ltd. Thorne Creative Research</p>	<p>Research In Marketing, Inc.</p>	<p><b>BUS.-TO-BUS.</b> Answers Research Chamberlain Research Cnsltnts. Consumer Opinion Services Creative &amp; Response Rsch. Svcs. First Market Rsch. (J.Heiman) Intersearch Corporation Kennedy Research Inc. Management Rsch. &amp; Plng. Corp. Research In Marketing, Inc. Rockwood Research Corp. James Spanier Associates Sweeney International, Ltd.</p>	<p>Matrixx Marketing-Research Div. Youth Research/CSI</p>
<p><b>AGRICULTURE</b> Market Navigation, Inc. Rockwood Research Corp.</p>	<p><b>APPAREL/ FOOTWEAR</b> Brand Consulting Group Research In Marketing, Inc.</p>	<p><b>CANDIES</b> D.S. Fraley &amp; Associates</p>	<p><b>COMMUNICATIONS RESEARCH</b> D.S. Fraley &amp; Associates James Spanier Associates</p>
<p><b>ALCOHOLIC BEV.</b> Creative &amp; Response Rsch. Svcs.</p>	<p><b>AUTOMOTIVE</b> Auto Pacific Group, Inc. Creative &amp; Response Rsch. Svcs. iNFOCUS Group Services Matrixx Marketing-Research Div. PACE, Inc. Research Data Analysis</p>	<p><b>CHILDREN</b> Creative &amp; Response Rsch. Svcs. Doyle Research Associates D.S. Fraley &amp; Associates Focus On Kids Johnston, Zabor &amp; Associates</p>	<p><b>COMPUTERS/MIS</b> Answers Research Creative &amp; Response Rsch. Svcs. Daniel Associates Find/SVP First Market Rsch. (J. Heiman) Market Navigation, Inc. James Spanier Associates Strategic Research, Inc. Sweeney International, Ltd.</p>
	<p><b>BIO-TECH</b> Intersearch Corporation Market Navigation, Inc. MedProbe Medical Mktg. Rsch. TrendQuest</p>		<p><b>CONSUMERS</b> Chamberlain Rsch. Cnsltnts. Consumer Opinion Services Creative &amp; Response Rsch. Svcs. Doyle Research Associates</p>
	<p><b>BLACK</b> JRH Marketing Services, Inc.</p>		

First Market Rsch. (L. Lynch)  
D.S. Fraley & Associates  
Intersearch Corporation  
Kennedy Research Inc.  
Management Rsch. & Plng. Corp.  
Rodgers Marketing Research  
Thorne Creative Research

## ENTERTAINMENT

D.S. Fraley & Associates  
Sweeney International, Ltd.

## ENVIRONMENTAL

Pamela Rogers Research

## EXECUTIVES

Chamberlain Rsch. Cnsltnts.  
Creative & Response Rsch. Svcs.  
Dolobowsky Qual. Svcs., Inc.  
First Market Rsch. (J. Heiman)  
iNFOCUS Group Services  
Intersearch Corporation  
Kennedy Research Inc.  
PACE, Inc.  
James Spanier Associates  
Sweeney International, Ltd.

## FINANCIAL SVCS.

Brittain Associates, Inc.  
Creative & Response Rsch. Svcs.  
Dolobowsky Qual. Svcs., Inc.  
First Market Rsch. (L. Lynch)  
Intersearch Corporation  
Matrixx Marketing-Research Div.  
The Research Center  
Research In Marketing, Inc.  
Rockwood Research Corp.  
Southeastern Institute of Rsch.  
James Spanier Associates  
Sweeney Int'l. Ltd.

## FOOD PRODUCTS

Creative & Response Rsch. Svcs.  
Doyle Research Associates  
D.S. Fraley & Associates  
Leichtler Associates  
James Spanier Associates  
Thorne Creative Research  
TrendFacts

## HEALTH & BEAUTY RODUCTS

The Answer Group  
D.S. Fraley & Associates  
Thorne Creative Research

## HEALTH CARE

Chamberlain Rsch. Cnsltnts.  
Creative Marketing Solutions  
Dolobowsky Qual. Svcs., Inc.  
D/R/S HealthCare Consultants  
Find/SVP

First Market Rsch. (L. Lynch)  
Intersearch Corporation  
Kennedy Research Inc.  
Market Navigation, Inc.  
Matrixx Marketing-Research Div.  
MedProbe Medical Mktg. Rsch.  
Research In Marketing, Inc.  
Southeastern Institute of Rsch.  
James Spanier Associates  
TrendQuest

## HISPANIC

Analysis Research Ltd.  
Hispanic Marketing  
Communication Research  
Visual Rsch Comm., Inc.

## IDEA GENERATION

Analysis Research Ltd.  
Brand Consulting Group  
Creative & Response Rsch. Svcs.  
Dolobowsky Qual. Svcs., Inc.  
D.S. Fraley & Associates  
Leichtler Associates  
Matrixx Marketing-Research Div.  
Sweeney International, Ltd.  
Thorne Creative Research

## INDUSTRIAL

First Market Rsch. (J. Heiman)  
Intersearch Corporation  
Kennedy Research Inc.  
Market Navigation, Inc.  
Strategic Research, Inc.  
Sweeney International, Ltd.

## MEDICAL PROFESSION

Answers Research  
Creative Marketing Solutions  
D/R/S HealthCare Consultants  
Intersearch Corporation  
Matrixx Marketing-Research Div.  
Medical Marketing Research, Inc.  
MedProbe Medical Mktg. Rsch.  
Research In Marketing, Inc.  
Strategic Research, Inc.

## MODERATOR TRAINING

Cunninghis Associates

## NEW PRODUCT DEVELOPMENT

Answers Research  
Brand Consulting Group  
Creative & Response Rsch. Svcs.  
Creative Marketing Solutions  
Daniel Associates  
Dolobowsky Qual. Svcs., Inc.  
D.S. Fraley & Associates  
First Market Rsch. (J. Heiman)

Intersearch Corporation  
Leichtler Associates  
Management Rsch. & Plng. Corp.  
Research In Marketing, Inc.  
Southeastern Institute of Rsch.  
James Spanier Associates  
Strategic Marketing. Svcs.  
Youth Research/CSI

## PACKAGED GOODS

The Answer Group  
Creative & Response Rsch. Svcs.  
Doyle Research Associates  
D.S. Fraley & Associates  
Thorne Creative Research

## PARENTS

Doyle Research Associates

## PET PRODUCTS

Rockwood Research Corp.  
Thorne Creative Research

## PHARMACEUTICALS

The Answer Group  
Creative & Response Rsch. Svcs.  
Creative Marketing Solutions  
D/R/S HealthCare Consultants  
Intersearch Corporation  
Johnston, Zabor & Associates  
Market Navigation, Inc.  
MedProbe Medical Mktg. Rsch.  
Research In Marketing, Inc.  
James Spanier Associates  
TrendQuest

## POLITICAL RSCH.

Chamberlain Rsch. Cnsltnts.  
Management Rsch. & Plng. Corp.

## PUBLIC POLICY RESEARCH

Leichtler Associates

## PUBLISHING

First Market Rsch. (J. Heiman)  
D.S. Fraley & Associates  
iNFOCUS Group Services  
Thorne Creative Research

## RETAIL

Brand Consulting Group  
First Market Rsch. (L. Lynch)  
iNFOCUS Group Services  
Research In Marketing, Inc.

## SENIORS

Mature Marketing Research Div.  
Research In Marketing, Inc.

## SOFT DRINKS, BEER, WINE

Creative & Response Rsch. Svcs.  
Grieco Research Group, Inc.  
Thorne Creative Research

## TEACHERS

D.S. Fraley & Associates

## TEENAGERS

Creative & Response Rsch. Svcs.  
Doyle Research Associates  
D.S. Fraley & Associates  
Matrixx Marketing-Rsch. Div.  
Thorne Creative Research  
Youth Research/CSI

## TELECOMMUNICATIONS

Answers Research  
Creative Marketing Solutions  
Cunninghis Associates  
Find/SVP  
First Market Rsch. (J. Heiman)  
Horowitz Associates, Inc.  
iNFOCUS Group Services  
Intersearch Corporation  
Kennedy Research Inc.  
Southeastern Institute of Rsch.

## TELECONFERENCING

Rockwood Research Corp.

## TELEPHONE FOCUS GROUPS

Answers Research  
Creative & Response Rsch. Svcs.  
Intersearch Corporation  
Market Navigation, Inc.

## TOYS/GAMES

Youth Research/CSI

## TRANSPORTATION SERVICES

Sweeney International, Ltd.

## TRAVEL

Sweeney International, Ltd.

## UTILITIES

Chamberlain Rsch. Cnsltnts.

## YOUTH

Doyle Research Associates  
D.S. Fraley & Associates  
Youth Research/CSI



## 1992 Directory of Customer Satisfaction Research Providers

*Editor's Note: This list was developed by perusing leading publications for research firms who indicated specialization in customer satisfaction studies. Listing forms were sent to principals of these companies. Those who returned the forms are included in this directory.*

Lee Abrahamson & Associates  
2915 SR 590, Ste. 21  
Clearwater, FL 34623  
Ph. 800-765-3343  
Lee Abrahamson, Pres.

**ACG Research Solutions**

120 S. Central Ave., Ste. 1750  
St. Louis, MO 63105  
Ph. 314-726-3403  
Vicki Savala, Pres.

Full-service market research firm which offers clients a variety of customer satisfaction research including both standard measurements and unique tracking models. Specializing in tailored approaches which are highly targeted and, hence, more effective and efficient. In addition to quantitative capabilities, offer qualitative focus group moderating, one-on-one interviewing, focus group recruitment, and state-of-the-art qualitative facilities.

*(See advertisement on p. 28)*

Alliance Research  
538 Centre View Blvd.  
Crestview Hills, KY 41017  
Ph. 606-344-0077  
Clint Brown, Pres.

Answers Research  
225 Stevens Ave., Ste. 108  
Solana Beach, CA 92075  
Ph. 619-792-4660  
Albert Fitzgerald, Dir. Client Svces.

Atlantic Marketing Research Co., Inc.  
109 State Street  
Boston, MA 02109  
Ph. 617-720-0174  
Peter Hooper, Ph.D., Pres.

BAI (Behavioral Analysis, Inc.)  
580 White Plains Rd.  
Tarrytown, NY 10591  
Ph. 914-332-5300  
Toni Shields, V. P.

Bell Associates  
27 Grey Birch Place  
The Woodlands, TX 77381  
Ph. 713-367-4224  
Darla D. Bell, Pres.

**Bellomy Research, Inc.**  
108 Cambridge Plaza Drive  
Winston-Salem, NC 27104  
Ph. 919-765-7676 or 800-443-7344  
Lacy Bellomy, Pres.

Full-service marketing research firm, comprehensive in-house capabilities-facilities, both qualitative and quantitative. Specializing in customer satisfaction measurements, concept, product, packaging, copy and pricing tests, attitude and usage studies, and tracking programs. Quantitative techniques include PlusPower™ which 1) can discriminate between test propositions when traditional measures don't; 2) is reliable in its volumetric estimates; 3) provides meaningful measures to assess marketing propositions.

*(See advertisement on p. 15)*

**Gordon S. Black Corporation**

135 Corporate Woods  
Rochester, NY 14623  
Ph. 716-272-8400  
Bob Kallstrand, V. P.

Full service market research firm providing insight into product and service strategies most likely to improve a company's marketplace positioning and market share. Research and consulting on the development of quality improvement programs using customer satisfaction systems research.  
*(See advertisement on p. 45)*

Brittain Associates, Inc.  
3400 Peachtree Rd. N.E.  
Atlanta, GA 30326  
Ph. 404-365-8708  
Bruce Brittain, Pres.

Irwin Broh & Associates  
1011 E. Touhy Ave.  
Des Plaines, IL 60018  
Ph. 708-297-7515  
Irwin Broh, Pres.

Bruskin-Goldring Research  
100 Metroplex Dr.  
Edison, NJ 08817  
Ph. 908-572-7300  
Richard B. Hare, Pres.

Certified Marketing Services  
7 Hudson Ave., P.O. Box 447  
Kinderhook, NY 12106  
Ph. 518-758-6400  
Bridget Flynn, Mgr. Mkt. Rsch.

### Chesapeake Surveys

4 Park Center Court, Ste. 100  
Owings Mills, MD 21117  
Ph. 410-356-3566  
Carolyn A. Hilton, Fld. Dir.

Full focus group facility with two rooms. One way mirror and exceptionally large viewing rooms, test kitchen, 25 WATS and local central phone center. Specializing in phone interviewing, focus group recruiting, in-store interviewing. Remote client monitoring. Medical, executive, consumer.  
(See advertisement on p. 31)

### Chilton Research Services

201 King of Prussia Rd., 3rd Flr.  
Radnor, PA 19089-0193  
Ph. 215-964-4602  
Barbara Nuessle, Mktg. Svces. Mgr.

### The Corps Group

8025 Forsyth  
Clayton, MO 63105  
Ph. 314-725-0214  
Kim Kardenetz, Sr. Proj. Dir.

### Creative and Response Research

500 No. Michigan Ave.  
Chicago, IL 60611  
Ph. 312-828-9200  
Sanford Adams, COO

### Daniel Associates

49 Hill Road, Ste. 4  
Belmont, MA 02178  
Ph. 617-484-6225  
Stephen J. Daniel, Pres.

### Data Recognition Corp.

5900 Baker Rd.  
Minnetonka, MN 55435  
Ph. 612-935-5900  
Wayne M. Serie, V. P.

### Davidson-Peterson Associates

18 Brickyard Ct./P.O. Box 350  
York, ME 03909  
Ph. 207-363-7347  
Karen Ida Peterson

### Doane Marketing Research

1807 Park 270 Drive, Ste. 300  
St. Louis, MO 63146  
Ph. 314-878-7707  
David Tugend, V.P.

Doane specializes in customer satisfaction research where evaluations are needed from agricultural dealers and distributors, livestock, grain, and poultry producers, veterinarians, pet food suppliers and other farm suppliers. Some specific multiclient studies are conducted for the U.S. corn seed, animal health, and crop protection industries. Custom research is also conducted for a wide range of clients.

(See advertisement on p. 48)

### Ducker Research Company

6905 Telegraph Rd., Ste. 300  
Bloomfield Hills, MI 48301  
Ph. 313-644-0086  
Joanne Ulnick, V.P.

# We measure your power to please customers

You'll discover your customer profiles: from your most to your least satisfied. You'll learn why they feel the way they do. You'll know exactly how well you live up to your customers' expectations. And you'll know what action to take.

### Customer Satisfaction System Research

■ Reveals the influence your customers' experiences have on their satisfaction with you, and the frequency of occurrence of those experiences.

- Measures the *relative importance* of the factors that drive customer satisfaction, and identifies opportunities for improvement.
- Indicates where to spend time and money to your best advantage.

### Improve customer satisfaction, increase market share and enhance revenues.

*Gordon S. Black Customer Satisfaction System—serving Malcolm Baldrige award winners, like Xerox Corporation.*

For more information, call Robert Kallstrand or David Clemm today at 1-800-866-7655 or FAX us: 1-716-272-8680.



**Gordon S. Black Corporation** 135 Corporate Woods, Rochester, NY 14623



**Elrick & Lavidge, Inc.**

1990 Lakeside Pkwy.  
Tucker, GA 30084  
Ph. 404-938-3233  
Larry G. Gullede, Sr. V.P.

Elrick & Lavidge recognizes the importance CSM is to company's Total Quality Management and Continuous Improvement business strategy. Our core strategy is to customize the ServQuest™ process of measurement to individual client needs. We are especially aware of the importance data utilization plays in providing our clients with actionable information that can be functionally deployed.

*(See advertisement on p. 2)*

**Fry Consultants Incorporated**

One Park Plaza, Ste. 450  
Atlanta, GA 30318  
Ph. 404-352-2293  
L. Lyne Smith III, Mng. Prncpl.

**Hammer Marketing Resources**

179 Inverness Road  
Severna Park, MD 21146  
Ph. 410-544-9191  
William L. Hammer, Pres.

**Hancock Information Group**

2180 W. S.R. 434, Ste. 3170  
Orlando, FL 32779  
Ph. 407-682-1556  
Susan Hancock, Pres.

**Hispanic Marketing Communication Research**

1535 Winding Way  
Belmont, CA 94002  
Ph. 415-595-5028  
Betty Ann Korzenny

Qualitative and quantitative research, assessing and measuring external and internal customer satisfaction (CS) & needs for the Hispanic, Asian and general markets. CS surveys, interviews, focus groups, tracking studies, organizational assessments. Full service research, process marketing® approach, linking organizations internally and with US/Latin American/Asians customers. Qualified bilingual researchers representing a broad range of experience with service and consumer product industries.

**ICR Survey Research Group**

605 W. State St.  
Media, PA 19063  
Ph. 215-565-9280  
Steven McFadden, Exec. V.P.

Full-service research consultant with advanced customer satisfaction measurement capabilities. Expertise in qualitative research, telephone and mail surveys, scaling techniques, advanced analytics. Highlight is multiple paired comparison trade-off approach for accurate measurement of what's really important to customers. Works with TQM experts who provide consulting on program implementation. Expertise in consumer and industrial services.

*(See advertisement on p. 33, 35, 39)*

**IDSI**

420 Lexington Ave., Ste. 2746  
New York, NY 10170  
Ph. 212-867-8757  
Stephan Sigaud, Pres.

**IMS America, Ltd.**

660 W. Germantown Pike  
Plymouth Meeting, PA 19462-0905  
Ph. 215-940-3521  
Lawrence J. Worden, Grp. Dir.

**Ingold Research & Assoc.**

S76W17501 Janesville Rd.  
P.O. Box 413  
Muskego, WI 53150  
Ph. 414-679-2600  
Marguerite Ingold, Owner

**Integrated Research Group**

2108 S. University Dr.  
Fargo, ND 58103  
Ph. 701-235-0462  
Daniel J. Klenow, Exec. Dir.

**Intersearch Corporation**

132 Welsh Road  
Horsham, PA 19044  
Ph. 215-657-6400  
Alan Widra, Pres.

**JRP Marketing Research Services, Inc.**

100 Granite Dr., Terrace Level  
Media, PA 19063  
Ph. 215-565-8840  
Paul R. Frattaroli, Pres.

**Kennedy Research, Inc.**

405A Waters Bldg.  
Grand Rapids, MI 49503  
Ph. 616-458-1461  
R.D. Kennedy, Pres.

**KLD Marketing Research**

2106 Shallowford Dr.  
Valparaiso, IN 46383  
Ph. 800-568-4668  
Kathy DeWitt, Pres.

**The Leverage Group**

60 Corporate Woods  
Rochester, NY 14623  
Ph. 716-272-2524  
Marcia Klein, Exec. V. P.

**MacFarlane & Company, Inc.**

450 One Park Pl.  
1900 Emery St. N.W.  
Atlanta, GA 30318  
Ph. 404-352-2290  
Ian MacFarlane, Pres.

**Maritz Marketing Research Inc.**

1297 N. Highway Dr.  
St. Louis, MO 63099  
Ph. 800-446-1690  
Phil Wiseman, Dir. Mktg. Svces.

Maritz Marketing Research Inc. is a wholly-owned subsidiary of Maritz Inc., a full service performance improvement firm. The company specializes in customized solutions to service quality needs. Utilizing customer satisfaction measurement, customer-focused training, reward and recognition systems, and communications programs, Maritz supports and drives performance improvement strategies throughout an organization.

*(See advertisement on p. 47)*

**Marketeam-Doane Mktg. Rsch.**

1807 Park 270 Dr., Ste. 300  
St. Louis, MO 63146  
Ph. 314-878-7707  
David Tugend, V. P., Client Svces.  
*(See advertisement on p. 48)*





More than  
measurement.<sup>SM</sup>

Results.

**Customer Satisfaction Research  
That Gets To The Bottom Line.**

At Maritz, we believe it's one thing to define customer satisfaction. And another to achieve it. Research firms can conduct programs that stop at measuring satisfaction levels. Maritz goes beyond measurement to improve performance.  Maritz is a leader in Customer Satisfaction because we deliver More than measurement<sup>SM</sup> — we put research into action. We work with you to deploy the voice of the customer throughout your organization and integrate it into your Total Quality process.

All of which can impact satisfaction, loyalty, and the bottom line.

To learn more, call for our free brochure: **1-800-446-1690.**

**MarketVision Research, Inc.**

MarketVision Bldg.  
4500 Cooper Rd.  
Cincinnati, OH 45242  
Ph. 513-791-3100  
Robert V. Miller, Sr. V.P.

MarketVision is a leader in customer satisfaction and quality assessment tracking. Our approach includes program design, administration, consulting and action step recommendations developed to achieve total quality successes.

MarketVision is the only marketing research firm to receive consecutive *Inc. 500* awards for sustained growth and the U.S. Chamber of Commerce Blue Chip Award for client service excellence.

(See advertisement on p. 11)

Marketing Research Services, Inc.  
15 East Eighth Street  
Cincinnati, OH 45202  
Ph. 513-579-1555  
Dave Disher

Market Probe, Inc.  
1233 N. Mayfair Rd., Ste. 100  
Milwaukee, WI 53226  
Ph. 414-778-6000  
T.R. Rao, Pres.

Marketing Metrics, Inc.  
305 Route 17  
Paramus, NJ 07652-2905  
Ph. 201-599-0790  
Terry G. Vavra, Pres.

The Marketing Partnership  
90 Hamilton Street  
Cambridge, MA 02139  
Ph. 617-876-9555  
Susan Earabino, Prncpl.

Market Place Research  
6500 Willow Hollow  
Cincinnati, OH 45243  
Ph. 513-561-5519  
Gregory Widmeyer, Mktg. Rsch. Dir.

Mathews & Company  
Six Landmark Square  
Stamford, CT 06901-2792  
Ph. 203-325-8419  
Richard S. Mathews, Pres.

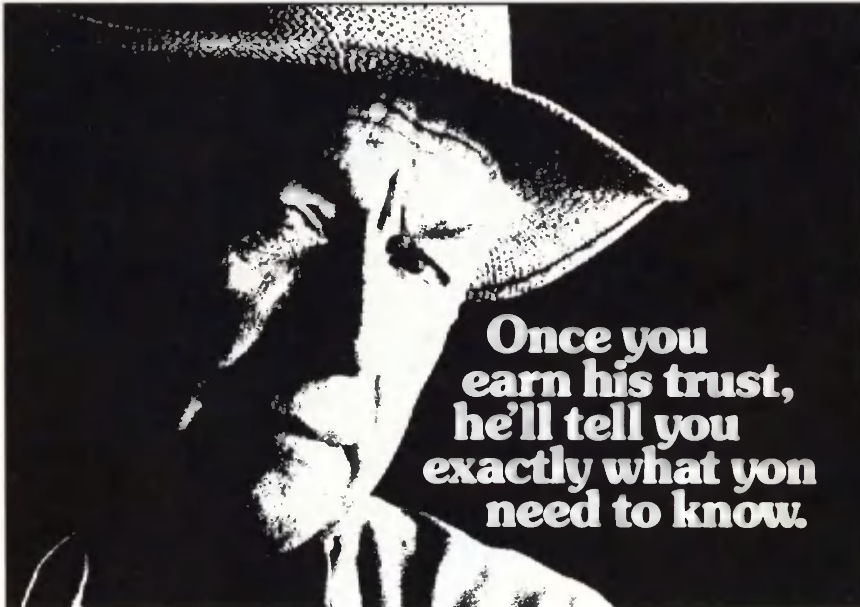
McLauchlan & Associates  
3322 Erie Ave.  
Cincinnati, OH 45208  
Ph. 513-871-8666  
Staci McLauchlan, Pres.

McWilliams Research Associates  
Three The Pines Court, Ste. F  
St. Louis, MO 63141  
Ph. 314-275-8342  
Robert McWilliams, Pres.

MDI, Inc.  
2222 Gallows Road  
Vienna, VA 22182  
Ph. 703-204-1500  
Paul Duffy, Pres.

Meyers Research Center/  
TradeSmart Survey™ Div.  
58 West 40th Street  
New York, NY 10018  
Ph. 212-391-0166  
Arthur Zimbalist, V. P.

Michelson & Associates, Inc.  
3805 West Lane Drive  
Atlanta, GA 30080  
Ph. 404-436-0330  
Mark Michelson, Pres.



**Once you  
earn his trust,  
he'll tell you  
exactly what you  
need to know.**

When farmers talk with Doane, they know their opinions will be passed accurately to those who need to know. They've trusted us to do this for more than four decades.

So 25,000 farmers and ranchers, prescreened for geographic and crop representation, cooperate willingly in Doane's exclusive Country-wide Farm Panel ... for quantitative studies of product usage. From focus groups and one-on-one interviews with farmers, dealers, ag specialists, veterinarians, and management, we also relay clear qualitative insights into market attitudes and intentions.

Doane's many multi-client studies probe farmer preferences in ag chemicals, animal health, feed, and media usage. These shared reports come at a reduced cost to each company. Our *Spotlight Studies* analyze agribusiness topics of special interest.

For fast data, we offer custom seven-day Quick Farm Fax® reports. Plus pre- and post-testing of advertising messages. Many growing companies rely on us for pragmatic consulting in forecasting, planning, marketing audits, product performance analysis, and other vital areas.

When you need to know what's really on the minds of America's farmers, look to the firm the farmers trust. Doane Marketing Research. Call Carl Block or Dave Tugend at 314/878-7707 to talk over the information you need.



**DOANE**  
Marketing Research, Inc.

1807 Park 270 Dr., Ste. 300, St. Louis, MO 63146 / 314/878 7707

John Morton Company  
203 N. LaSalle St.  
Chicago, IL 60601  
Ph. 312-726-2010  
Doug Squeo, V. P.

Mystery Shopping & Market Rsch. Svcs.  
P.O. Box 806  
Plymouth Meeting, PA 19462  
Ph. 800-355-5040  
Peter Thorwarth, Pres.

National Computer Systems  
4401 West 76th St.  
Edina, MN 55435  
Ph. 612-893-8307  
Thomas Lacki, Ph.D., Mgr. Srvy. Rsch.

National Survey Research Ctr.  
10107 Brecksville Rd., Ste. 340  
Brecksville, OH 44141  
Ph. 216-838-7640  
Alan F. Dutka, Pres.

NCM Int.  
3000 Malmo Dr.  
Arlington Heights, IL 60005  
Ph. 708-439-4300  
Dr. Ted Sommers, Dir. Mktg. Rsch.

Next Generation Research  
30301 Wedgewood Dr.  
Solon, OH 44139-1508  
Ph. 216-498-1185  
Jonathan E. Brill, Ph.D., Prncpl.

Nordhaus Strategic Directions  
20300 W. 12 Mile Rd., Ste. 102  
Southfield, MI 48076  
Ph. 313-827-2400  
Jan Leon Wozick, Ph.D., Mng. Dir.

Opinion Dynamics Corp.  
One Kendall Sq., Bldg. 200  
Cambridge, MA 02139  
Ph. 617-494-1254  
John W. Gorman, Pres.

Opinions Unlimited Inc.  
8201 S.W. 34th  
Amarillo, TX 79121  
Ph. 800-658-2656  
Anndel Hodges-Martin, Pres.

Palshaw Measurement, Inc.  
Box 1439  
Pebble Beach, CA 93953  
Ph. 408-625-2500  
John L. Palshaw, Pres.

Performance Focus  
P.O. Box 2613

Boca Raton, FL 33427-2613  
Ph. 407-392-5554  
Judith Levy, Pres.

Prince Marketing, Inc.  
2323 Hillsboro Rd.  
Nashville, TN 37212  
Ph. 615-292-8686  
Dan Prince, Pres.

Prognostics  
4500 Bohannon Dr., Ste. 290  
Menlo Park, CA 94025  
Ph. 415-688-1900

J.B. Wood, Dir. Mktg.

Q-1 Research, Ltd.  
1011 Northridge  
Chadds Ford, PA 19317  
Ph. 215-388-2160  
Eugene Goldsmith, Pres.

Quality Strategies,  
A M/A/R/C Group Co.  
7850 N. Belt Line Rd.  
Irving, TX 75063  
Ph. 214-506-3431  
Corinne F. Maginnis, Pres.

## RESEARCH INTERNATIONAL'S SMART™ Approach to Customer Satisfaction

### FOR TACO BELL IT'S A "RALLYING CRY"

❖  
"...Because of the richness of results that come out of SMART™, we've been able to build it into every aspect of our business, from compensation right down to the operational level, and even to crew members themselves, who are out there on the firing line.

For us, that study served as a rallying cry. It literally made the customer the boss. Nothing else could have done that for us."

TIM RYAN  
*Senior Vice President-Marketing  
Taco Bell Corporation*

### FOR THE GOOD GUYS! A "CORNER-STONE OF GROWTH"

❖  
"Talk about focussing on the customer! SMART™ allowed our customers and potential customers to actually define the terms of the study, providing a level of insight so clear and well defined that it has become a cornerstone of our training and development plan.

The SMART™ results provided The Good Guys! not just with a report card of how we're doing, as does most research, but with a very clear blueprint of what we need to do to ensure the level of customer satisfaction that is the key to our long term success."

CATHY STAUFFER  
*Vice President-Advertising  
The Good Guys!*

**SMART™**  
IN  
A  
NUT  
SHELL

Research International's SMART™ Customer Satisfaction Needs Assessment Program is a unique combination of edge-of-the-envelope high touch and high tech research.

The objective: to identify, quantify, and predict the effect of changes in satisfaction with customer service.

SMART™ has been adopted and successfully implemented by over 60 clients in 17 different service business areas in 10 different countries.

For further information, contact: Koren Buros or Simon Chodwick

205 Lexington Avenue  
New York, NY 10016



Tel: 212-679-2500  
Fax: 212-529-5426



Rabin Research Co.  
150 E. Huron, Ste. 800  
Chicago, IL 60611  
Ph. 312-482-8500  
Michelle Elster, V.P.

Reactions Inc.  
634 Berkeley Ave.  
Orange, NJ 07050  
Ph. 201-673-4610  
Donna G. Chlopak, Ph.D., Pres.

The Research Center  
825 E. Douglas, P.O. Box 820  
Wichita, KS 67201-0820  
Ph. 316-268-6209  
Marna Young, Rsch. Mgr.

The Research Group, Inc.  
8289 Golf Rd.  
Niles, IL 60714  
Ph. 708-966-8900  
William J. Smith, Pres.

**Research International**  
205 Lexington Ave.  
New York, NY 10016-6069  
Ph. 212-679-2500  
Simon Chadwick, Chairman/CEO

Smart™ combines third generation qualitative research with the state-of-the-art micromodelling to put hard and soft attributes of customer service into meaningful and measurable terms. Smart™ identifies aspects of service relevant to customers. Measures relative importance and competitive performance for each service aspect. Places a value on improving in each service area. Segments customers according to their needs. Provides cost-benefit analyses.

*(See advertisement on p. 49)*

Research Pros, Inc.  
590 Valley Hall Dr.  
Atlanta, GA 30350  
Ph. 404-804-9103  
Catherine Wright, Pres.

Response Analysis Corp.  
377 Wall St., P.O. Box 158  
Princeton, NJ 08540  
Ph. 609-921-3333  
Chris Jaworski, V.P.

**Rockwood Research Corp.**  
1751 W. Co. Rd. B  
St. Paul, MN 55113  
Ph. 612-639-2229  
Dale Longfellow, Pres.

Full service provider of qualitative and quantitative studies. Quantitative studies use latest visual modeling techniques and segmentation analysis. Actionable reports clearly provide you with direction in maximizing market share.  
*(See advertisement on p. 26)*

Satisfaction Measurements, Inc.  
1236 Carlisle Rd.  
North Brunswick, NJ 08902  
Ph. 908-247-2122  
Donald M. Barry, Pres.

Sources For Research, Inc.  
170 West End Ave., Ste. 30C  
New York, NY 10023  
Ph. 212-787-8810  
Phyllis Morrow, Pres.



## Dissatisfied Customers Can Really Ruin Your Business.

It's not a pretty picture when customers decide your quality isn't up to their expectations. They have a tendency to stop buying your products or services. And that can put you out of business.

The best way to head off trouble is to fully understand customer needs and measure how well you're meeting them. A Total Research/Quality Management™ program can give you that information. It defines quality in terms of what's most important to customers, and it shows you the competitive structure: how customers compare your service or product to your competitors'.

Keep the peace with your customers. Let Total Research round up all the strategic information you need to *improve* customer satisfaction, not just measure it. Call Jim Salter, VP—Quality Management.



**TOTAL RESEARCH**  
CORPORATION

Princeton Corporate Center  
5 Independence Way  
Princeton, NJ 08540  
609-921-8100/FAX: 609-987-8839

**Southeastern Institute of Research, Inc.**  
2325 W. Broad St.  
Richmond, VA 23220  
Ph. 804-358-8981  
Robert M. Miller, Pres.

Southeastern Institute of Research, Inc. is a full service marketing research company. It specializes in gathering and analyzing qualitative and quantitative information for advertising agencies, health care organizations, telecommunications companies, financial/banking industries and other service and business-to-business organizations. SIR designs and implements custom studies that evaluate image/awareness, explore the feasibility of marketing development/expansion, track market growth, determine customer satisfaction, and test advertising campaigns. SIR's services include nationwide phone studies, focus groups, in-depth interviews, mall intercepts.

*(See advertisement on p. 34)*

Strategic Consumer Research, Inc.  
26250 Euclid Ave.  
Cleveland, OH 44132  
Ph. 216-261-0308  
Dr. Barry Sabol, Pres.

TeleSession Corporation  
355 Lexington Ave.  
New York, NY 10017  
Ph. 212-599-1500  
Fred Weiss, V.P., Mktg.

Thomas Marketing Info. Ctr.  
5 Penn Plaza  
New York, NY 10001  
Ph. 212-629-1111  
Barbara Drake-Lobrano, Dir. Sls.

**Total Research Corp.**  
5 Independence Way CN5305  
Princeton, NJ 08543-5308  
Ph. 609-520-9100  
James M. Salter II, V.P.-Qual. Mgt.

Total Research-Quality Management (TR-QM<sup>®</sup>) is a process that identifies, measures, monitors, and deploys critical elements of customer satisfaction and quality to provide actionable information to manage and improve quality. It combines a customized process design with excellent basic survey research expertise, advanced analytic techniques and improvement-oriented output (action planning).

*(See advertisement on p. 50)*

USA/DIRECT, Inc.  
133 S. Livingston Ave., Ste. 200  
Livingston, NJ 07039  
Ph. 201-731-0074  
Guy Parker, Pres.

**Walker: Customer Satisfaction Measurements, L.P.**

3939 Priority Way So. Dr.,  
P.O. Box 80432  
Indianapolis, IN 46280-0432  
Ph. 317-843-3939  
Sheree L. Marr, Sr. V.P.

Walker: Customer Satisfaction Measurements has been a leader in customer-perceived quality assessment and tracking for over twenty years. Currently conducting over 150 customer satisfaction management programs, Walker: CSM provides an evaluation of company performance in meeting customer requirements and a diagnostic tool for quality improvement priorities and competitive opportunities.

*(See advertisement on p. 51)*

# BAD NEWS.



*Allen R. Paison  
President and C.O.O.*

In the customer satisfaction arena, nobody knows how to turn bad news into good news like Walker:CSM. Not only are we the best in customer satisfaction measurement, but also in recommending action plans and working with your organization to improve customer satisfaction.

Let us show you how to make bad news good. And good news better. Call Sheree L. Marr, Senior Vice President, at 1-800-334-3939.

If customer satisfaction is a buzzword in your organization, it's time to turn it into an obsession.

**WALKER: CSM<sup>®</sup>**

Walker: Customer Satisfaction Measurements, L.P.<sup>®</sup>  
3939 Priority Way S. Dr.  
P.O. Box 80432  
Indianapolis, IN 46280-0432  
(317) 843-3939  
Fax: (317) 843-8548

Founding member, CSM Worldwide<sup>SM,™</sup> Additional offices in New York, San Francisco, Dallas and Scottsdale

## LISTING ADDITIONS

*Please add the following facilities to the 1992 Directory of Focus Group Facilities:*

West Group Marketing Research  
1110 E. Missouri, Ste. 780  
Phoenix, AZ 85014  
Ph. 602-264-4915  
Contact: Hona Guzman  
1,2,3,6B

SMS Research  
1042 Fort Street Mall, Ste. 200  
Honolulu, HI 96813  
Contact: Jim Dannemiller  
1,3,4,6B

iNFOCUS Group Services  
5101 Cleveland St., Ste. 304  
Virginia Beach, VA 23462  
Ph. 804-490-1351  
Contact: Grace Stanton 1,3,4,6B

*Please add the following facility to the 1992 Directory of Telephone Interviewing Facilities:*

NTS Research  
236 Massachusetts Ave., N.E., Ste. 610  
Washington, DC 20002  
Ph. 202-675-4500  
Fax 202-546-0984  
Contact: Ginger King  
25-0-25-0

*Please note the following additions and corrections to the 1992-93 Researcher SourceBook. Corrected text is shown in bold.*

Maritz Marketing Research/  
Automotive Research Group (Br.)  
1515 W. 190th St., Ste. 245  
Gardena, CA 90248  
Ph. **(310)** 323-2459  
Fax **(310)** 323-2459  
Carolyn H. Garfein, V.P.

Maritz Marketing Research/  
Automotive Research Group (Br.)  
3001 W. Big Beaver Rd., Ste. 500  
Troy, MI 48084  
Ph. (313) 643-6699  
Fax (313) 643-2189  
Robert P. Stephenson, V.P.

The Maritz listing on page 66 has a new address:

Maritz Marketing Research/  
Performance Measurement Group (Br.)  
333 Twin Dolphin Dr., Ste. 240  
Redwood City, CA 94065  
Ph. (415) 802-4101  
Fax (415) 508-1875  
John Glazier, Sr. Acct. Mgr.

On page 7, the phone number for **Mature Marketing Research** should read 203-797-0666. In addition, on page 77, the phone number for **Mature Marketing Research** should read 203-797-0666. The fax should read 203-748-1735.

On page 74, the "see advertisement" reference under the **CSi Testiug Centers** and **Youth Research** listings should read "See advertisement on p. 239."

On page 224, add **Fieldwork, Inc.** to the "Focus Group-Facilities" cross-index category.

Add the following listing to the San Francisco section of the geographical listings:

Ecker & Associates  
222 Front St., 3rd Flr.  
San Francisco, CA 94111  
Ph. 415-871-6800  
Fax 415-871-6815  
Betty Rosenthal

---

## Miami research firms survive wrath of Hurricane Andrew

Although Hurricane Andrew caused massive damage to southern Florida, Miami marketing research firms report that they were spared from the devastation. Most field service firms were only closed for a day or two and all reported being fully operational within a week after the storm struck last month.

After talking to a number of research firms in the Miami area, we found that only a few of them sustained damage from the storm which ripped through on August 24th. Mary Rife, president of Rife Marketing Research, Inc., said that the primary damage occurred about 60 miles south of Miami in the Homestead and Florida City area. "We had few cancel-

lations prior to Andrew reaching the coast. All services to our area were back to normal very quickly and we are anticipating our bookings to be excellent during the fall and winter months."

Other firms such as Strategy Research Corporation, Weitzman & Philip, Inc. and Behavioral Science Research had similar observations. These field service companies said that aside from losing a few palm trees due to the high winds, they were otherwise spared any extensive damage and that other local firms were in normal operation within a few days of the storm. □



# INDEX OF ADVERTISERS

ACG Research Solutions .....	28
American Business Information .....	23
Apian Software .....	21
Bellomy Research .....	15
Gordon S. Black Corporation .....	45
Bretton-Clark .....	12
Burke Institute .....	55
Chesapeake Surveys .....	31
Consumer Opinion Services .....	28
CSi Testing Center .....	33
Doane/Marketeam Ascts. ....	48
Elrick & Lavidge, Inc. ....	2
Field Dynamics .....	24
Find/SVP .....	32
Group Dynamics In Focus .....	36
Hispanic Marketing Research Communications .....	35
Hygia Market Research .....	39
ICR Market Research .....	33, 35, 39
I/H/R Research Group .....	29
Immediate Quality Data .....	36
Maritz Marketing Research .....	47
Market Data Research Corp. ....	18
Marketing Systems Group .....	Back Cover
MarketVision Research .....	11
Name Quest, Inc. ....	18
Quantime, Inc. ....	3
Research International .....	49
Rife Market Research .....	10
Rockwood Research .....	26
Sigma Validation .....	12
Scientific Telephone Samples .....	13
Southeastern Institute of Research .....	34
SPSS, Inc. ....	5
StatPac, Inc. ....	30
Survey Sampling, Inc. ....	17
Total Research .....	50
Tragon Research .....	25
Walker: Customer Satisfaction Measurements .....	51

# SALES OFFICES

## Headquarters

Quirk's Marketing Research Review  
6607 18th Ave. So.  
Minneapolis, MN 55423  
Phone & Fax (612) 861-8051

## West Coast

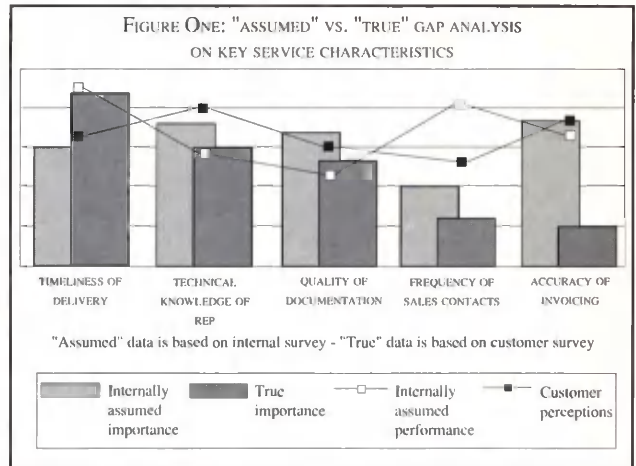
Lane E. Weiss  
582 Market St., Suite 611  
San Francisco, CA 94104  
Phone (415) 986-6341

## Trade Talk

continued from p. 54

Sigaud says.

Figure one shows an example of the results of gap analysis work. "In that case," Sigaud says, "our client had internally



assumed that accuracy of invoicing was really important to their customers but the customers told us it was not very important. They had a pretty high customer satisfaction rating but it shows that you probably don't need to make your customers that satisfied in that area. So, take some of the resources you've put into accuracy of invoicing, since it's not that important, and put them back into quality of documentation, which is more important, and you'll probably see your ratings go up. It helps you focus your resources much better."

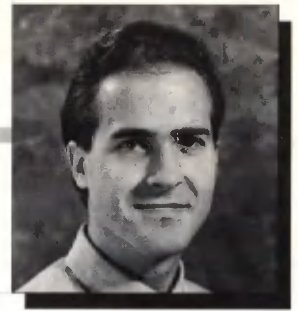
## More importance

One client, Rohm & Haas, a specialty chemicals company based in Philadelphia, learned that clients placed more importance than it did on the certificates of analysis, which are forms that guarantee the composition of material being shipped to customers. "Rohm & Haas had missed the importance of the accuracy of these sheets to their customers. They had taken it for granted as another piece of paperwork and they had not paid it too much attention," Sigaud says.

Sometimes companies underestimate themselves, Sigaud says. "Rohm & Haas thought that customers had a very bad perception on timeliness of delivery. Therefore they were beating themselves up because they felt they weren't properly organized and they were wasting time and money trying to fix their delivery system. When in fact the study showed that the perception of the customers in terms of delivery was very good."

The power of hard figures is what helps gap analysis contribute to employee buy-in, Sigaud says. "If you are the business manager of a company and you have embarked on a total quality program and you're always facing that I-told-you-so attitude, you need something to convince your people. You need a quantified approach to sell anything in the industrial world. You're talking to engineers, they want numbers. Show them some good clear and powerful graphs, you're going to win a lot of agreement from people who would not be ready to work with you on something that's only words. If you give them the words, plus the numbers and the graphs, that's going to work much better." □

By Joseph Rydholm  
managing editor



## Biz-to-biz technique aims to bridge the gap

**T**here are many reasons why a customer satisfaction or total quality program won't gain support within a company or organization: lack of money, organizational bureaucracy, fragile egos, and even good old fashioned inertia. One of the most powerful is employee skepticism. To make a quality program successful, the employees have to "buy in" to the process.

That buy-in is critical, because management can talk all it wants about the benefits of total quality, but if the employees—the people who deal with the customers—don't participate, the program is doomed. Stephan Sigaud, president of IDSI, a New York City-based marketing research and consulting firm that specializes in industrial and business to business markets, knows well the difficulty of convincing employees that the customer satisfaction research results he presents to them are worth their attention.

"We've experienced that when you work only with management, they are convinced that total quality is useful and that it should be done within the whole company. But the sales people usually aren't that convinced. They think it's fluff, that it doesn't really help with sales because they don't see the direct impact on getting new accounts.

"The problem is, after doing the research you come back with a picture of the market and you say, 'this is what your customers say you're doing right and doing wrong.' If you're talking to the business director, for example, he's probably going to believe you because he is far enough from the field that he'll have an objective view. But as soon as you talk to someone in marketing and sales you're going to have difficulty making them believe the research and act upon it because they'll tell you either, 'we knew that already' or, 'that's exactly what we thought.' "

### Gap analysis

IDSI has created a technique for customer satisfaction research called gap analysis that's intended to head that stubbornness off at the pass. The technique gives a company a picture of the gaps that exist between how its employees

view its service performance and how its customers view its performance.

Here's how it works: First, company employees fill out a customer satisfaction survey as they think the customers would, grading the company's performance in selected service areas. The employees must also indicate how important they think those service attributes are to their customers. Then, actual customers take the same survey and the two results are compared to find the gap between employee and customer perceptions.

"As soon as we're done developing the questionnaire for the customer survey," Sigaud says, "we administer it internally to our client's personnel, to everybody involved with customers—management, sales and marketing, and also people in manufacturing and R&D. We ask them to fill it out as if they were customers. We ask them to rate the importance of the issues to customers and the performance of their own company in delivering those services."

### Validate results

Involving the employees goes a long way to helping validate the results of the research done with customers, and helps sell the employees on the value of being customer driven, Sigaud says. "By doing the gap analysis, you're giving the employees the chance to participate up front. So when you come back to them a month or two months later with the recommendations, you've created a much better chance that they'll react to them the right way. By recording what they think up front, you have a baseline. And at the end of the project when you present the results, you avoid the I-told-you-so or this-confirms-what-we-thought attitude."

The employee surveys are done anonymously, so people can complete the surveys without fear that management will punish them for their candor. "So if you're a sales guy in the field and you have a very strong opinion, you're safe with your opinion. You can fill out the questionnaire without risk,"

continued on p. 53



# Experience Is The Best Teacher:

Learning from experience is a **real** experience in learning. When you attend a Burke Institute seminar, you participate in more than an exciting, on-target learning experience. You learn from the experienced professionals who have done more customized marketing research and have taught it to more people than **anyone else in the world!**

We cordially invite you to take advantage of our vast experience by attending one of our marketing research seminars. You will benefit from our:

- **Practical Experience** gained from doing numerous studies in all aspects of marketing research—positioning and segmentation, market structure analysis, competitive image assessment, copytesting, new product forecasting, concept screening and testing, product testing, test marketing, pricing and promotion assessment, tracking, distribution analysis, claim justification, and customer satisfaction.
- **Industry Experience** from working with companies representing consumer goods and services, industrial products, business to business services, pharmaceutical and health care organizations, advertising agencies, financial institutions, publishing and broadcasting, public utilities, and telecommunications.
- **Training Experience** exemplified by our seminar leaders who bring a wealth of practical know-how gained through years of working in the real world of marketing research, supported by impressive academic credentials and teaching experience.
- **Communications Experience** obtained from dealing with professionals at all levels in an organization, ranging from technically oriented researchers to decision oriented managers.
- **Consulting Experience** which is available to you even after the completion of a seminar to answer your technical questions.
- **Technical Experience** resulting from being on the cutting edge of information technology and analytical developments.
- **International Experience** which has taken us around the globe with seminars in 25 countries and operations in 29.
- **Administrative Experience** from having conducted over 1,700 seminars during the past 17 years and having counseled tens of thousands of participants on the program best suited to their needs.

These are just some of the reasons for the superlative evaluations we receive from our participants. Please call us toll free. We will be glad to send you a copy of some verbatims from recent seminar evaluations.

**The  
Burke  
Institute**

*BBI Marketing Services, Inc.*

*Cincinnati Corporate Headquarters  
50 E. Rivercenter Boulevard  
Covington, Kentucky 41011  
(800-543-8635 ext. 6135)  
©1992, The Burke Institute*

## The Burke Institute

### Partial Schedule of Seminars Through December 1992

<b>101. Practical Marketing Research</b> Cincinnati ..... Mar. 7-8 Boston ..... Mar. 23-25 Chicago ..... Apr. 20-22 Cincinnati ..... May 4-6 New York ..... June 15-17 Toronto ..... July 6-8 Cincinnati ..... Aug. 3-5 New York ..... Aug. 31-Sept. 2 Cincinnati ..... Sept. 21-23 Atlanta ..... Oct. 12-14 San Francisco ..... Nov. 2-4 Chicago ..... Nov. 23-25 Cincinnati ..... Dec. 14-16	<b>502. Generating and Evaluating New Products and Services</b> Cincinnati ..... May 7-8 Cincinnati ..... Sept. 24-25
<b>104. Questionnaire Construction Workshop</b> Cincinnati ..... Mar. 9-11 Chicago ..... Apr. 27-29 Cincinnati ..... June 7-9 Toronto ..... July 13-15 Cincinnati ..... Aug. 30-31 Atlanta ..... Sep. 28-30 Los Angeles ..... Nov. 9-11	<b>504. Advertising Research</b> New York ..... July 27-28 Cincinnati ..... Nov. 19-20
<b>105. Questionnaire Design: Applications and Enhancements</b> Cincinnati ..... Mar. 12-14 Chicago ..... Apr. 30-May 1 Cincinnati ..... June 4-5 Toronto ..... July 10-12 Cincinnati ..... Aug. 13-14 Atlanta ..... Oct. 1-2 Los Angeles ..... Nov. 12-13	<b>505. Positioning and Segmentation Research</b> New York ..... July 21-22 Cincinnati ..... Nov. 17-19
<b>201. Focus Groups: An Introduction</b> New York ..... May 21-22 San Francisco ..... Nov. 5-6	<b>506. Customer Satisfaction Research</b> Boston ..... Mar. 23-27 New York ..... May 18-20 Cincinnati ..... Nov. 2-4
<b>203. Focus Group Moderator Training</b> Cincinnati ..... Apr. 14-17 Cincinnati ..... June 22-25 Cincinnati ..... July 21-24 Cincinnati ..... Sept. 15-18 Cincinnati ..... Oct. 20-23 Cincinnati ..... Nov. 17-20	<b>601. Tabulation &amp; Interpretation of Marketing Research Data</b> Chicago ..... Apr. 23-24 Cincinnati ..... Apr. 27-28 New York ..... Sept. 3-4 Cincinnati ..... Oct. 26-27
<b>301. Writing and Presenting Actionable Marketing Research Reports</b> Cincinnati ..... Apr. 6-8 Cincinnati ..... June 8-10 Cincinnati ..... Aug. 24-26 Chicago ..... Oct. 6-8 Cincinnati ..... Dec. 7-9	<b>602. Trends and Techniques of Data Analysis</b> Cincinnati ..... Mar. 30-Apr. 2 Chicago ..... May 11-14 Cincinnati ..... June 24-July 2 Cincinnati ..... Aug. 18-21 Boston ..... Oct. 6-9 Cincinnati ..... Nov. 30-Dec. 3
<b>401. Managing Marketing Research</b> Cincinnati ..... Apr. 9-10 Cincinnati ..... June 11-12 Cincinnati ..... Aug. 27-28 Cincinnati ..... Oct. 10-11	<b>701. International Marketing Research</b> Toronto ..... July 9-10
<b>501. Applications of Marketing Research</b> Cincinnati ..... Mar. 5-6 New York ..... June 18-19 Cincinnati ..... Aug. 6-7 Atlanta ..... Oct. 15-16 Cincinnati ..... Dec. 17-19	<b>702. Business to Business Marketing Research</b> Cincinnati ..... Nov. 4-6
	<b>Four-Week Certificate Program</b> Cincinnati ..... Aug. 31-Aug. 28, 1992
	<b>3-Week Segments</b> Cincinnati ..... Mar. 2-Mar. 11 Cincinnati ..... Mar. 30-Apr. 10 Chicago ..... Apr. 20-May 1 Cincinnati ..... Nov. 30-Dec. 11

Please call Lisa Raffagnone at 800-543-8635 (ext. 6135) for schedule information for the following seminars which are also currently offered by the Institute:

- Introduction to Marketing Research
- Marketing Research for Decision Making
- Focus Groups: An Applications Workshop
- Effective In-person Presentation of Marketing Information
- Pricing Strategy and Research
- Using Multivariate Analysis: A P.C. Based Workshop
- Experimental Designs for Marketing Research
- Industry Specific Seminars
  - Healthcare
  - Pharmaceutical
  - Telecommunications
  - Financial Institutions
  - Public Utilities
  - Automobile/Transportation
- Planning Marketing Strategies and Tactics Using Actionable Research
- Effectively Selling Marketing Research Services
- Negotiating Marketing Research Contracts
- Strategic Market Simulation

ALL OF THE ABOVE SEMINARS ARE AVAILABLE FOR IN-HOUSE PRESENTATION

Please look over the list of our current seminars. Then call us toll-free. We will help you select the best seminar or other educational opportunity to meet your specific needs. Please call Lisa Raffagnone, Marketing Manager, or Dr. Sid Venkatesh, President, at 800-543-8635 (ext. 6135) or 606-655-6135.





**GENESYS**<sup>TM</sup>  
SAMPLING SYSTEMS

# IF SAMPLING COUNTS...

**This should be your only choice.**

The GENESYS Sampling System was developed for researchers who are serious about telephone sampling. GENESYS does it all, from sample design through generation with real probability sampling methods. NO BLACK BOXES, just explicit sampling processes.

**A full array of RDD sample methodologies including:**

The industry's only single stage EPSEM telephone probability sample; Modified Non EPSEM methods; Mitofsky-Waksberg methodology

All samples are completely replicable with exact probabilities of selection

**Demographically Targeted RDD or Listed Samples**

Exchange Level demographic estimates; Dual Frame Sampling; Listed Household and Business Samples

**Available through Custom Orders or in-house installation**

In-House platforms include IBM/compatible PC's; Apple Macintosh PC's; DEC-VAX and HP mini computers

**Full compatibility with all census geography down to the tract/block group level**

National, State, County MSA, DMA, ADI; Small area sampling including Zip Codes, Congressional Districts, Tracts, etc.

**Post Sample Generation Processes that will Identify and Purge Non-Productive Numbers**

Maintains statistical integrity while increasing efficiency and Data Collection Productivity

**On-Site Statistical and Sampling Expertise**

The staff at MSG is comprised of Researchers. We've been there. We know what works, what doesn't and why!

The Marketing Systems Group • (215) 521-6747 • Scott Plaza II • Suite 630 • Philadelphia, PA 19113