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Review



*Is it live or is it
Gold'n Plump?*



Advertising research issue

March 1994



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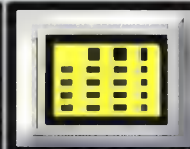
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Volume VIII, Number 3

March 1994

Cover

Copy testing helped hatch a memorable campaign for Gold'n Plump Chicken. Photo courtesy of Clarity Coverdale Rueff Advertising.

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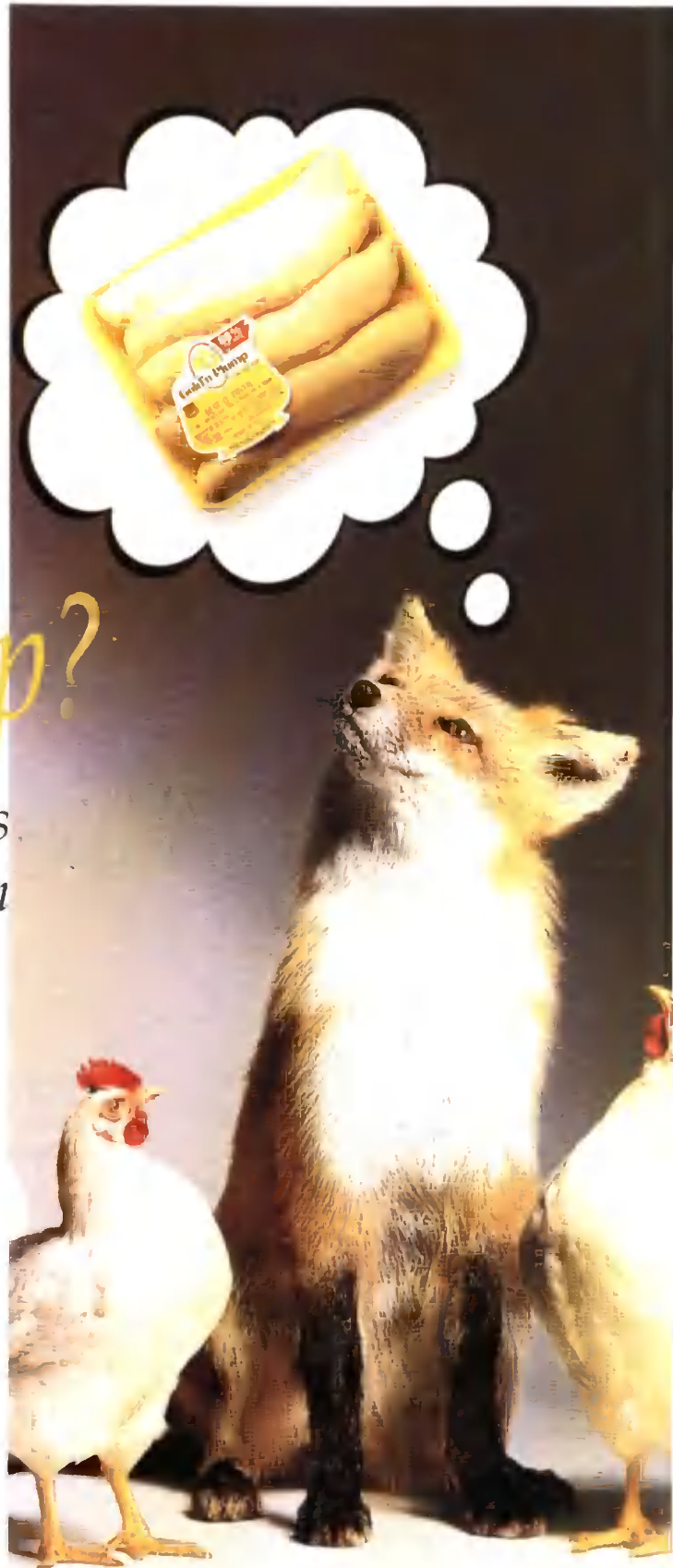
Is it live or is it Gold'n Plump?

"Hands on" copytesting cooks up a more effective campaign for Gold'n Plump Chicken

By Tim Huberty

Editor's note: Tim Huberty is vice president, director of research and account planning, at the Clarity Coverdale Rueff advertising agency in Minneapolis. He also teaches at the Graduate School of Business at the University of St. Thomas in St. Paul.

Over the past few years, there have been many technological breakthroughs in testing advertising copy. Unfortunately, no matter how impressive many of those systems are, they are often too expensive for smaller agencies and clients with moderate budgets. In fact, testing a campaign using one of those systems can be more expensive than the media schedule for many clients. Consequently, those of us at smaller agencies just have



to be a little smarter and make our research dollars stretch a little further.

The challenge

Like many companies, Gold'n Plump Chicken, a regional processor and marketer of fresh chickens in St. Cloud, Minn., found that its competitors were getting increasingly aggressive. Many years ago, Gold'n Plump Chicken had successfully branded what had been considered a commodity product, but now realized the risk of consumers being seduced by lower priced competitors. Gold'n Plump recognized the importance of protecting its dominance as a premium price, higher quality product. Unfortunately, Gold'n Plump also had a limited marketing budget.

It's hard to find a point of difference in what is often seen as a commodity category. However, previous research had shown that Gold'n Plump was perceived by

consumers as the more "thoroughly cleaned" chicken. Consumers were surprised and disappointed to find competitive chicken had extra fat or skin "hidden" under the chicken in the package. This was true of cut-up chicken as well as whole. In the previous research, consumers accepted competitive chicken for what it was — a product of "okay" quality. At the same time, they perceived Gold'n Plump as a better, cleaner chicken. The challenge was to communicate Gold'n Plump's unique difference to consumers and get them to define and to demonstrate exactly what "thoroughly cleaned" meant to them.

Tweaking the methodology

Using that simple phrase, the creative team developed several executions. A few weeks later, 10 ideas were shown to Gold'n Plump in very rough form. In this case, that meant the client was shown rough sketches torn from

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Research showed that this ad — in which a hungry fox chooses a package of Gold'n Plump Chicken over the live hen standing next to him — worked in unexpected ways, communicating the idea that Gold'n Plump Chicken was as fresh as a live chicken.

The

WORLD



is watching

Research uncovers keys to creating good advertising for soccer's World Cup

By Joseph Rydholm/QMRR editor

How's this for a tall order: Create an advertising campaign that satisfies not one but 11 company clients and their 11 respective ad agencies. That's not all: The product you're advertising has somewhat of an image problem.

These were some of the tasks facing the staff at the New York City offices of Dentsu Corporation of America in developing a print campaign to promote the U.S. hosting of the 1994 World Cup. The Cup, soccer's premier event, will consist of 52 matches played in nine U.S. cities over 31 days this summer.

"Any time you have to come up with a creative campaign that needs to be approved by 11 clients, it's difficult," says Richard Levy, Dentsu's senior vice president, creative director, and master of understatement.

Billions of fans

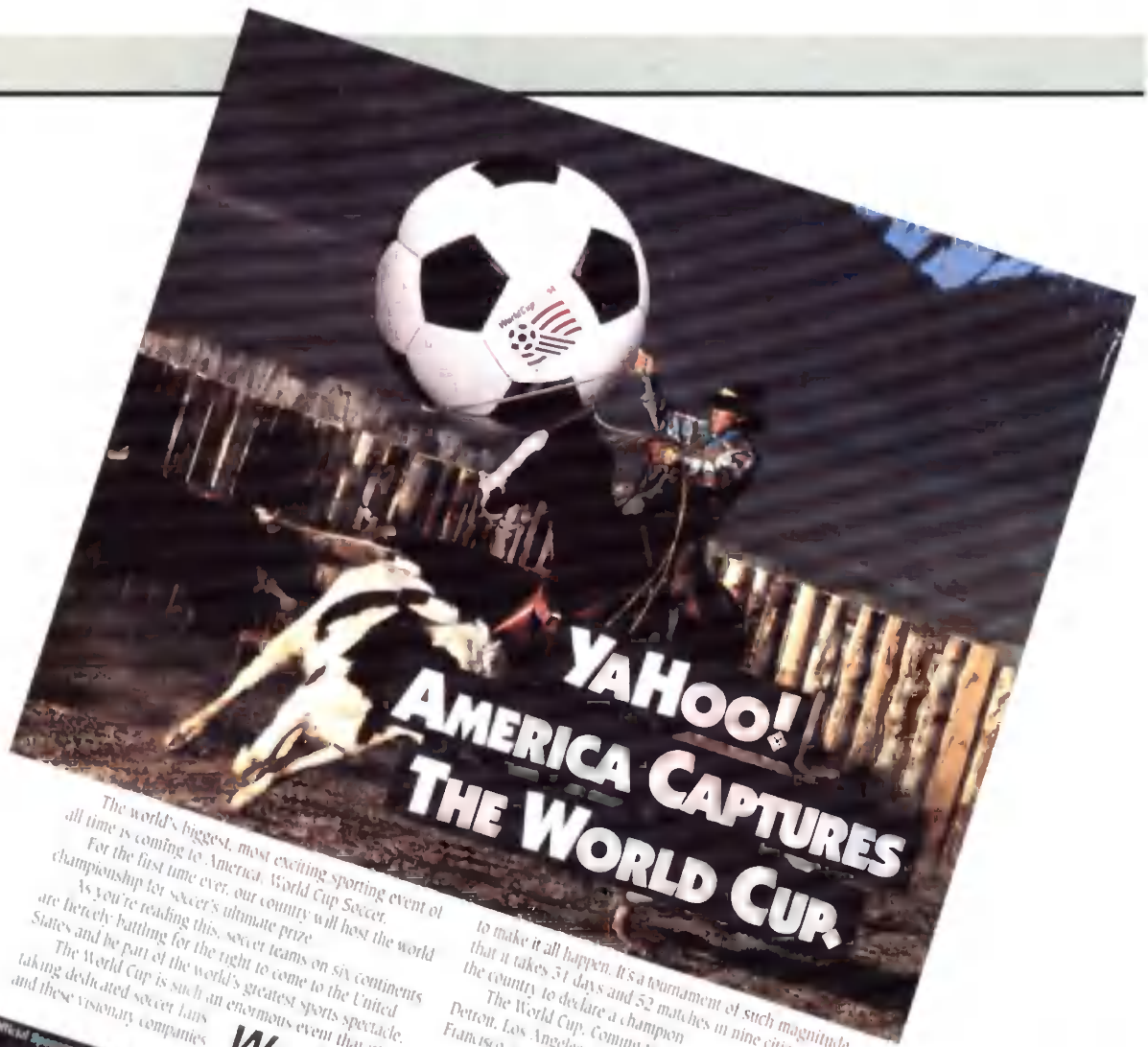
It's really quite a coup for the U.S. to snare the World Cup, which is held in a different country every four years to determine true world soccer supremacy. Unlike major league baseball's World Series, which only involves teams from two measly countries, the World Cup is sought after by teams on six continents.

The event holds billions of people in rapt attention — except here in the U.S. For while millions of Americans play soccer and various professional leagues have made a go of it over the years, as a nation we've never been gripped by professional soccer mania. Most of us reserve that energy for our own version of football.

Bringing the games to America is no small undertaking, especially from the financial end. Hence the event has 11 international sponsors, from

McDonald's to Fuji Film, and eight worldwide marketing partners such as Sun Microsystems and American Airlines. "The ads were intended as a way to recognize the sponsors, the people who had put up the money to bring the World Cup to the U.S. We had to make sure that the message we were giving fit with the sponsors. We also wanted to build excitement that the event was coming to the U.S. because soccer has never been a major part of the American professional sports mindset," Levy says.

By playfully inserting a soccer ball into several familiar images of Americana — an old photo of a leather-helmeted football player, Grant Wood's *American Gothic*, a shot of an astronaut on the moon, a cowboy roping steers — the campaign makes it clear that this time around, the U.S. is part of the "world" in World Cup.



YAHOO! AMERICA CAPTURES THE WORLD CUP

The world's biggest, most exciting sporting event of all time is coming to America. World Cup Soccer. For the first time ever, our country will host the championship for soccer's ultimate prize. As you're reading this, soccer teams on six continents are fiercely battling for the right to come to the United States and be part of the world's greatest sports spectacle. The World Cup is such an enormous event that it's taking dedicated soccer fans and these visionary companies

to make it all happen. It's a tournament of such magnitude that it takes 51 days and 52 matches in nine cities across the country to declare a champion. The World Cup. Coming to Boston, Chicago, Dallas, Detroit, Los Angeles, New York/New Jersey, Orlando, San Francisco, and Washington, D.C. in the summer of 1994. Billions of people (yes, billions) will see the World Cup on TV worldwide. To be among those who will experience the excitement of World Cup Soccer in person, call 310-277-0494.

By playfully inserting a soccer ball into images of Americana, the campaign makes it clear that this time around, the U.S. is part of the "world" in World Cup.

Official Sponsor of The 1994 World Cup

WorldCupUSA94

The body copy mentions the efforts of the "dedicated soccer fans and visionary companies" who are helping bring the Cup to the U.S. It also communicates the magnitude and locations of the event and invites the reader to call for ticket information. Each ad also features the logos of the sponsors and marketing partners.

The ads ran in publications such as *Time*, *Money*, *Sports Illustrated* and *Fortune*. All the ads had the same dual target: business leaders — CEOs of other companies, business influ-

encers — and the general public. "These giant multinational companies want their peers to see what they're doing. They want people to know that they're a sponsor of a gigantic event, that they are good corporate citizens," Levy says.

Projective technique

To assist in the development of the ads, Dentsu used a projective research

technique called Brand Keys, which seeks to uncover the elements that cause consumers to create an emotional bond to a brand or product.

Brand Keys takes a cue from an Advertising Research Foundation Copy Research Validity Project, which showed that emotional bonding to a brand or commercial was the best predictor of sales. If you can discover the keys to that bond, the

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A review of focus groups for advertising agencies

by Charlotte Rettinger and Lee Slurzberg

Editor's note: Charlotte Rettinger is president of Charlotte Rettinger Inc., Great Neck, N.Y. Lee Slurzberg is president of Lee Slurzberg Research Inc., Fort Lee, N.J.

Focus groups have been conducted for advertising agencies for at least 40 years and the technique has settled into a "way of life." At this mature stage it is worth re-examining the state of the art to be sure that focus group projects are honed to respond to the needs of the 1990s. In particular, focus groups can be geared to develop and support brands and brand advertising worthy of consumer trust.

To that end, this article discusses:

- Why advertising agencies conduct focus groups
- The types of focus groups they conduct
- Appropriate techniques for each type of focus group
- Designing focus groups

Why advertising agencies use focus groups

Advertising agencies conduct focus groups to better understand consumer needs, wants, satisfaction, barriers and problems on a qualitative rather than statistical level. Information from these groups can be applied in many ways, such as:

- to clarify marketing issues;

- to identify salient consumer issues and their relative importance when creating initial advertising strategies;

- to develop a niche for differentiating a brand or product;

- to identify perceived product or service benefits and "reasons why," which help construct advertising strategy;

- to find a "hook" that will engage consumer interest;

- to obtain consumer reactions to alternative advertising executions;

- to develop hypotheses on what motivates consumers on a given issue; and

- to help write a questionnaire for a quantitative study.

Ad agencies generally use three types of focus groups for their research needs: motivational, see-hear-feel and developmental. Research objectives determine which type of focus group to use, with some overlap in what each type achieves.

Motivational focus groups

This type of focus group tries to uncover underlying motives influencing a particular behavior. Some typical research objectives might include writing a more persuasive ad claim, modeling the decision-making process within the family, or understanding the perceived primary benefit (for example, building shared family memories as the motivation for visiting a theme park).

Uncovering motivation is most useful to an advertising agency when creatives are looking for a new and compelling way to motivate the target audience. Ultimate goals might be a new business pitch, positioning new products or repositioning an existing brand.

See-hear-feel focus groups

Some marketers have never seen the faces or heard the voices of the consumers of their brands, products or services. These marketers could be newly appointed company presidents, junior copywriters or brand managers in a new assignment. No matter what their seniority, it's always worthwhile for the marketer to have a specific person in mind when making marketing and advertising decisions. The see-hear-feel type of group allows marketers to observe typical consumers and hear their language, reveals the tone-feeling of the group about the category and brands, elicits stated reasons why people use the category and explores feelings about brands (including direct comparisons).

Developmental focus groups

Experienced marketers often feel they know their consumers and understand consumer motivation. What they need and want is to develop a positioning,

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The central location facility is 24' x 24' and accommodates up to 50 participants. The room is wired to provide audio and video feeds to the focus group viewing room. Includes a built-in easel and wet bar.

All recruiting for focus groups is conducted from The Research Center's 40-line telephone bank (equipped with CRT and ACS Query interviewing software). The Research Center uses a duplicate number database system to help insure the highest quality recruiting.



Annie Sampogna-Reid and Chris Ballthaser manage The Research Center. They have over twenty years combined experience recruiting focus groups and central location tests in the Denver market. Their goal is to provide clients with the highest quality recruiting and the best facilities in Denver.



What is significance?

by Hank Zucker

Editor's note: Hank Zucker is president of Creative Research Systems, Petaluma, Calif.

“**L**evel of significance” is a misleading term that many researchers do not fully understand. This article may help you understand the concept of statistical significance and the meaning of significance numbers.

In normal English, “significant” means important, while in statistics “significant” means probably true. A research finding may be true without being important. When statisticians say a result is “highly significant” they mean it is very probably true. They do not necessarily mean it is highly important.

Take a look at the table below. The bottom group of

statistics themselves. The meaning of the statistic depends on the exact numbers of rows and columns and the sample size and may be ignored for the purposes of this article. Interested readers may wish to consult a statistics text for a complete explanation. The second row contains values $p = .795$ and $p = .001$. These are the significance levels.

Significance levels show you how probably true a result is. The most common level used to mean something is likely enough to be believed is 95%. This means that the finding has a 95% chance of being true. However, this value is also shown in a misleading way. No statistical package will show you “95%” or “.95” to indicate this level. Instead, it will show you “.05”, meaning that the finding has a five percent (.05) chance of not being true, which is the same as a 95% chance of being true.

To find the significance level subtract the number shown from one. For example, a value of “.01” means there is a 99% ($1 - .01 = .99$) chance of it being true. In this table, there is a probably no difference in the purchase of Brand X gasoline by people in the city center and the suburbs, because $p = .795$ (i.e., there is only a 20.5% chance that the difference is true). In contrast, the high significance level ($p = .001$ or 99.9%) indicates there is very probably a genuine difference in purchasing Brand X gasoline by owners of different vehicles in the population from which this sample was drawn.

My company’s cross tab program, the Survey System, uses significance levels in several statistical tests. In all cases, the p value tells you how likely something is not to be true. If a chi-square test shows $p = .04$, it means that there is a 96% ($1 - .04 = 0.96$) chance that the answers given by different groups in a banner really are different.

	Total	AREA		TYPE OF VEHICLE DRIVEN			
		City	Suburb	Car	Truck	Van	Com- pact
Unweighted base	713	361 50.6%	352 49.4%	247 34.6%	150 21.0%	44 6.2%	180 25.2%
Yes	428 60.0%	215 59.6%	213 60.5%	131 53.0%	74 49.3%	29 65.9%	131 72.8%
No	285 40.0%	146 40.4%	139 39.5%	116 47.0%	76 50.7%	15 34.1%	49 27.2%
Chi-square	0.07	24.37					
	$p = .795$	$p = .001$					

chi- (pronounced kie, like pie) squares shows two rows of figures. The figures of 0.07 and 24.37 are the chi-square



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If a t-test reports a probability of .07, it means that there is a 93% chance that the two means being compared would be truly different if you looked at the entire population.

People sometimes think that the 95% significance level is sacred. If a test shows a .06 probability, it means that it has a 94% chance of being true. You can't be quite as sure about it as if it had a 95% chance of being true, but the odds still are that it is true. The 95% level comes from academic publications, where a theory usually has to have at least a 95% chance of being true to be considered worth reporting. In the business world if something has a 90% chance of being true ($p = .1$), it certainly can't be considered proven, but it may be better to act as if it were true rather than false.

If you do a large number of tests, false positive results are a problem. Remember that a 95% chance of something being true means there is a 5% chance of it being false. This means that of every 100 tests that show a significant at the 95% level, the odds are that five of them do so incorrectly. If you took a totally random, meaningless set of data and did 100 significance tests, the odds are that five test would be incorrectly reported significant. As you can see, the more tests you do, the more a problem these false positives are. You cannot tell which the false results are — you just know they are there.

Limiting the number of tests to a small group chosen before the data is collected is one way to reduce the problem. If this isn't practical there are other ways of solving this problem. The best approach from a statistical point of view is to repeat the study and see if you get the same results. If something is statistically significant in two separate studies, it is probably true. In real life it is not usually practical to repeat a survey, but you can use the split halves technique of dividing your sample randomly into two halves and doing the tests on each. If something is significant in both halves, it is probably true. The main problem with this technique is that when you halve the sample size, a difference has to be larger to be statistically significant. This is because the margin of error in a sample increases as the sample size decreases.

A final common error is also important. Most significance tests assume you have a truly random sample. If your sample is not truly random, a significance test may overstate the accuracy of the results, because the test only considers random error. It cannot consider biases resulting from non-random error (for example a badly selected sample).

To summarize:

- "Significant" need not mean "important."
- Probability values should be read in reverse ($1 - p$).
- Too many significance tests will show some falsely significant relationships.
- Check your sampling procedure to avoid bias. □

Is there

By Bill Buchanan

Editor's note: Bill Buchanan is a senior vice president of ASI Market Research, Barrington, Ill. He spent several years in the client service department of the Leo Burnett Company and also headed the marketing research department of The NutraSweet Company in his position as director of marketing services.

Do you work as a marketing research supplier? When a manufacturer or service company needs to know something about their market, are you one of the people they call? If a company's own research department wants to field a study, do they call you for a bid? If you fit those descriptions, you may want to rethink your career path. In fact, your future employment may be in jeopardy. Why?

I'm not predicting a major shake-out among marketing research companies. My opinion that research suppliers may be in trouble is based on three realities, all of which are not likely to change any time soon.

Reality number 1: Businesses of all types are cutting costs by letting people go.

If you haven't lived through a corporate downsizing exercise yet, give it time; you probably will. If you have, and you were one of the survivors, you probably noticed that staff positions were hit particularly hard. Production and sales personnel, those directly responsible for producing product and generating revenue, are typically more insulated from major head count reductions. Downsizing survivors in marketing research departments quickly discover the second reality:

Reality number 2: Management doesn't ask fewer questions even though there are fewer people to provide answers. They demand increased productivity from remaining employees.

Common sense says that if you significantly reduce the size of a research department, then some things need to change. Tasks of questionable value need to be eliminated. Information requests need to be screened and prioritized. Administrative tasks need to be streamlined. Common sense, right? Wrong! The same questions get asked. The same record keeping requirements exist. The information needs of the organization don't decrease. In fact, the need to build sales and profits, which precipitated the downsizing, may actually increase the number and types of information requests! The researchers who survived the downsizing find themselves buried in work. They even start wondering if surviving the downsizing was a blessing or a curse! They have more to do, less time to do it, and a desperation to perform well because they never know when the next downsizing announcement may be made. Their hope? Look to the outside for help.

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a crowd?

What is great creative?

by Paula Kay Pierce

Editor's note: Paula Kay Pierce is director, corporate communications and special projects, with McCollum Spielman Worldwide, Great Neck, N.Y.

"Hall of my advertising money is wasted," John Wanamaker is reported to have said, some 100 years ago.

Today, studies using state-of-the-art supermarket scanner technology document that only 49% of advertising has a measurable impact on sales. John Philip Jones tells us, using research from multiple sources, that half of the \$75 billion spent each year on advertising is wasted on campaigns that don't sell. The more things change, the more they stay the same.

Still, the advertising industry's annual "best creative" awards are given chiefly for aesthetics, technical achievement, cinematography and other production values. Have the arbiters of "great creative" lost sight of the purpose of advertising? The simple truth is that it's not creative if it doesn't sell. Great creative, by definition, is a great selling and marketing tool — the sales-effective integration of brand and rel-

evant promise into a unique audio-visual concept.

The practice of market research, by design, helps determine what is good creative by exposing advertising to con-



sumers and gathering data from their reactions with sales-validated measurements of efficiency. The measurements determine how well the advertising. . .

- Generates brand awareness;
- Communicates meaningful sales points;
- Conveys the brand's importance and uniqueness with credibility and personalization;
- Imparts cognitive and affective elements that create bonding between message and brand;
- Causes changes in the consumer's consideration set that lead to marketplace action.

The above, in fact, are the objectives of advertising. Research measures how well these objectives are being met. Furthermore, research identifies advertising that is attractive, stylish, entertaining and meets the prime goal of being an effective selling and marketing tool. Research also shows that this kind of great creative is hard to find.

Case in point: of 4,637 on-air commercials copy-tested by our agency, McCollum Spielman Worldwide (MSW) in a recent period, only 19% achieved above-average performance.

Thirty-four percent (34%) were failures from a sales efficiency point of view. The greater number of these on-air commercials, 46% (approximately half) were average, mediocre.

Clutter and zappers

Inarguably, advertisers must approach the task of creating effective commercials in an environment of seemingly insurmountable odds: clutter, cable, VCRs, zappers, consumer indifference and market segmentation. Today's market facts offer little solace.

On average, the consumer is subjected 1,176 commercials per week, causing advertising recall to decline dramatically. In 1986, 64% of consumers were able to recall a commercial seen in the past four weeks. In 1990, only 48% of consumers could do so.

With vast dollar amounts at stake — \$200,000 (on average) to produce a national TV spot and about \$120,000 (on average) each time, to air it — it is unsettling to know that commercials can no longer be aimed at a "mass market." Today's consumer is segmented into core markets — defined and refined by demographics, psychographics, and lifestyles — and saturated with information. This consumer is also increasingly indifferent, if not cynical, resulting in an erosion of traditional brand loyalties.

One way in which MSW evaluates commercials is with the AD*VANTAGE/ACT testing system, which utilizes the following primary evaluative measurements:

- Clutter awareness, a measurement of a commercial's ability to impart the name of the brand and product or service; and
- Persuasion/attitude shift, a pre-post measure of consumer attitudes towards the advertised brand.

Scores from these two measurements are plotted on a sales-validated analytic tool called AD*MAP, which, on an X-Y graph, provides a binary view of a commercial's performance. AD*MAP enables a commercial's performance to be positioned on one of four quadrants that defines its overall effectiveness.

AD*VANTAGE/ACT primary measures have been proven predictive of

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Dan Wiese, President
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Survey Monitor

Like father, like son

What kind of son would pass up a chance to be compared to his father? *Men's Health* magazine wanted to know how today's American male measured himself against the example set by his dad. A nationwide telephone survey of 508 men conducted by Opinion Research Corporation, Princeton, N.J., yielded findings that the magazine developed into a report called "Father Knew Best." Not too surprisingly, the survey's findings indicate that paternal stories about walking 24 miles to school through waist-deep snow will likely continue to be told for years to come.

Over two-thirds of the men polled (70%) believe it is harder for them to be fathers than it was for the dads. This feeling is especially strong among African-American men: Of those questioned, 82% stated that it is more diffi-

cult to be a father in today's society. Similarly, among aging baby-boomer men (ages 45 to 54), three-fourths of those surveyed (76%) believe it is harder to be a father now.

The *Men's Health* survey also found that nearly half (46%) of the men questioned believe it is more difficult to succeed now than it was for their fathers. Another 16% agreed that the difficulty of achieving success is "about the same," while 36% stated that it is easier to succeed now.

Curiously, 64% of the African-American men polled said it is easier to succeed today, while only 32% of white men and 37% of Hispanic men said they think it is easier. Similarly, 49% of white men said it is harder to succeed, compared to 30% of black men.

Despite their belief that it is harder for them to succeed than it was for their

dads, most men feel they are more successful than their fathers were. The survey found that 52% of the men questioned believe they are more successful than their fathers were at the same age. Another third (31%) believe they are about the same in terms of success, while 13% of the men said they are less successful.

Younger men, however, are least likely to rate themselves as more successful than their dads, with less than half (43%) of those aged 18 to 24 stating as much. The greatest percentage of men rating themselves as more successful was found among those aged 55 to 64, with 60% of those questioned saying they've achieved more success than their fathers did.

The survey discovered that while men in general said they admire their fathers "a lot," many have reservations about being like them. For example, three-fourths (76%) of the men questioned said they admire their fathers "a lot." Another 14% said they admire their dads "somewhat." Less than 10% of those polled said they admire their dads "a little" (6%) or "not at all" (3%). The one exception was among younger men (18 to 24), only 65% of whom said they admire their dads "a lot."

At the same time, when asked how much they try to be like their fathers, 66% said "a lot" or "somewhat" — compared to the 33% who said they try only a little or not at all. Only 29% of the men polled said they try a lot to be like their dads.

In the survey, 44% of the men polled claimed they spend more time with their families than their fathers did. Yet 49% of those surveyed said they still think they don't spend enough time with their spouse and/or kids.

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Finally, regardless of the pressures of a tight economy and the modern era's requirement that both parents work, men rate the quality of their lives as higher than the quality of their fathers'. Among those surveyed, over two-thirds (67%) said the quality of their lives is much (38%) or somewhat (29%) better than was their dads' at the same age. In fact, only 10% said it is somewhat or much worse.

The improved quality of life is reflected in how men rate their health in comparison to their fathers'. For example, while 37% of the men surveyed rate their health as better and 49% rate it as about the same as their dads', only 12% say it is worse. Similarly, 79% said their relationship with their spouse is either better than (39%) or about the same as (40%) the relationships their fathers had with their mothers. Only 10% said their relationships with their wives are worse.

The *Men's Health* survey was conducted during the week of May 3, 1993, and has a margin of error of plus or minus 4%. For more information call Patrick Taylor at 215-967-8621.

Seniors are viable apparel market

In analyzing the clothing spending patterns of nearly 3,000 elderly consumers, Hazel Ogilvie Jackson, assistant professor of textiles and clothing at Ohio State University, has found that advancing age alone does not cause people to scale back their clothing purchases. Her findings challenge the notion that when people reach a certain age, they cease to care about how they look and therefore aren't a viable market for apparel.

Taken in tandem with recent demographic trends, these findings could signal a new sensitivity toward the elderly on the part of the clothing industry, Jackson says.

"The number of people 60 and over is growing at twice the rate of the population as a whole," she says. "This population probably represents increasing purchasing power and a growing market."

In her study, recently published in the *Clothing and Textiles Research Journal*, Jackson examined consumer pur-

chase diaries and questionnaires completed as part of the federal government's 1984 Consumer Expenditure Survey. The study involved 2,927 households headed by someone 60 or older. Each head of a household kept a purchase diary for two consecutive weeks and was interviewed about his or her spending habits every three months for 15 months.

In analyzing the purchases of these senior citizens, Jackson found that there is little relationship between age and spending level — at least until about

age 80. She says that improved physical and economic health among today's elderly are likely responsible for this. Jackson also found — not surprisingly — that the affluent elderly tend to spend more money on clothes than others. But she says that income level alone cannot fully explain purchase decisions among the elderly.

Over the years, Jackson says, the erroneous assumption that the elderly stop buying clothing has resulted in apparel

continued on p. 32

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The bank keeps me informed about new services.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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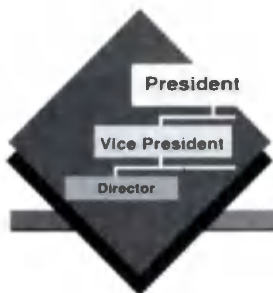


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Names of Note

Marjorie A. Michitti, Denise F. Winokur, William J. Kramkowski and **Robert J. Thomas** have all been promoted as part of the expansion of *Chilton Research Services* (cf. *Research Company News*, p. 23). Michitti has been named senior vice president. She will continue to serve as Chilton Research Services' general manager. Winokur will serve as vice president and group manager in the company's new health care divi-

sion. Kramkowski has been promoted to vice president and group manager in consumer products. Currently a vice president and group manager for Chilton Research, Thomas will now also head the business and industrial services group. **Dan E. Hagan**, vice president and group manager, will continue to manage the entertainment side of Chilton's business. **Ellen G. Burg**, vice president and group manager, will be in charge of addressing

the needs of the telecommunications and computer industries. Chilton Research Services has offices in Radnor, Penn., and Northbrook, Ill. It is a division of Chilton Enterprises, which is an operating unit of Capital Cities/ABC, Inc.

Jeffery C. McWey has been named senior vice president and general man-



McWey

ager of the marketing services division of the *General Information Services Group* — part of Atlanta-based Equifax. McWey will lead Equifax marketing services, with specific responsibility for Equifax National Decision Systems in San Diego and Quick Test in Framingham, Mass. He will also serve as president of Equifax subsidiary Elrick and Lavidge.

John Verdon is the new vice president, marketing for *Polk Direct*. As such, he is responsible for all of the company's marketing efforts. He is charged with boosting Polk's consultative selling and enhancing its

continued on p. 40

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Product & Service Update

NFO and ASI collaborate on new print testing product

Greenwich, Conn.-based NFO Research, Inc. and ASI Market Research, Inc., Stamford, Conn., have teamed up in a joint product offering. The product, NFO/ASI Targeted Print Testing, provides advertisers with a method of comprehensively testing print ads among targeted samples of consumers.

Advertisers who place ads in print media make significant investments in ad development and ad placement. Print testing is a means by which advertisers can test the effectiveness of an ad before total costs are incurred. Targeted print testing allows testing of ads among the specific audience the advertiser is attempting to reach. "In the real world, not all people respond to advertising the same way," says Bill Moulton, president of ASI. "Therefore, advertising effectiveness is best measured among the consumers at whom the campaign is targeted, rather than a general audience." Locating targeted groups of consumers for testing can be difficult and costly with traditional print testing methods, he says.

NFO/ASI Targeted Print Testing allows advertisers to test among targeted audiences. Using NFO's pre-screened 450,000 household panel, targeted samples of consumers meeting virtually any criteria (i.e., sufferers of chronic ailments, the mature market, affluent households, households with children, brand users) can be located. In-home testing is admin-

istered by NFO using ASI's print test methods. The test provides multiple measures of the ad — communication efficiency, communications effectiveness, and diagnostic measures — to understand why the ad performed as it did. For more information call Melanie Mumper at 419-661-8560.

Claritas offers waste-site data, ZIP code encyclopedia

Claritas/NPDC, Alexandria, Va., is offering the Environmental Hazards Database. The database is derived from information compiled by Environmental Risk Information & Imaging Services (ERIS), also of Alexandria. Claritas provides the hazards data on-line via its Catalyst Connect system, or as a report, which can be ordered by phone. Claritas says it will ship within 24 hours. The system can take any U.S. address and provide an environmental risk report (ERIS Scan) that lists potentially hazardous sites by type and proximity to the subject property. The data can also be formatted for use in spreadsheet software and geographic information system (GIS) mapping software. The data is regularly updated and draws on nine federal and state sources. Registered underground storage tanks are included. The database is available for several geographic levels, including a site radius around a given latitude-longitude point, census block group, census tract, ZIP code, county and state.

In addition, Claritas is now offering *Reside*, a directory filled with

comprehensive demographic details for every residential ZIP in the United States. For each ZIP, *Reside* lists 122 demographic details about that area's population, age, income, employment, marital status, housing type, education, ethnicity, number of vehicles and more. The directory consists of 10 volumes, each of which covers one of the 10 five-digit ZIP postal service areas in the United States. So, for example, volume nine contains data for ZIPs beginning with nine, covering California, Oregon, Washington, Hawaii and Alaska. Demographic statistics listed for each ZIP Code include: 1993 estimates of population, households and families; five-year projections for population and households; household size and income ranges; "ZIP Quality" ratings (comparing income, education, etc. to U.S. norm); age distributions, education level; racial and ethnic breakouts; housing information such as home values, housing types, ownership and rent data; occupation and industry; white-collar-to-blue-collar employment index; and family type, marital status. The cost for each volume of the directory is \$195, while the complete set runs \$895. *Reside* is also available on magnetic tape and CD-ROM, and a *Reside* database is available for geographic information system (GIS) software.

For information on either new Claritas product call 800-234-5973.

IRI gains drug chains' scanner data

Chicago-based Information Re-

sources Inc. has announced that Boots the Chemist and Superdrug, in separate actions, have decided to provide InfoScan NMRA, IRT's United Kingdom joint venture company, with sole access to the chains' scanner data for health and beauty-aid (HBA) products. It is estimated that together, these two retailers account for over half of the U.K. retail market for HBA products. This marks the first time that Boots, the U.K.'s leading drug chain, has made its point-of-sale scanning data available for research purposes. With data from Boots and Superdrug, InfoScan NMRA is now able to provide a comprehensive source of information on health and beauty-aid use in the United Kingdom. Contact Bob Bregenzler at 312-474-2641.

D&B, Prodigy provide info to small businesses

Dun & Bradstreet Information Services, North America, and Prodigy Services Co., have signed an agreement that allows D&B to offer its marketing information on-line to Prodigy service members. The service, D&B Solutions, offers information on more than 9 million U.S. businesses via personal computers that are linked to the Prodigy service. The information can be used for direct marketing, sales prospecting, market analysis or job searching. Contact Pamela Spiridon at D&B, 908-665-5105, or Carol Wallace at Prodigy, 914-448-2496.

Simmons offers Choices II

Simmons Market Research Bureau Inc. has released Choices II. The fully integrated package is available in Windows and Macintosh platforms as well as local area networks. The first release, which came out in mid-December, included crosstab analysis, criteria searching throughout the database, reach and frequency, presentation-ready output and built-in

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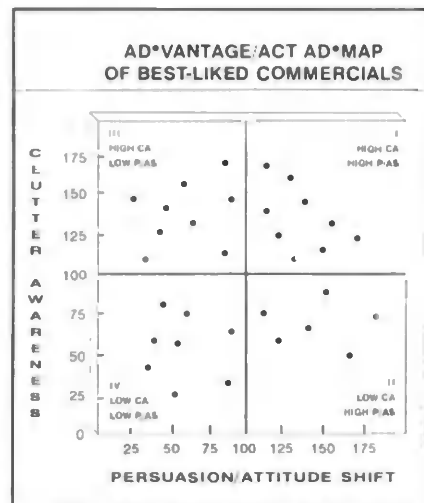
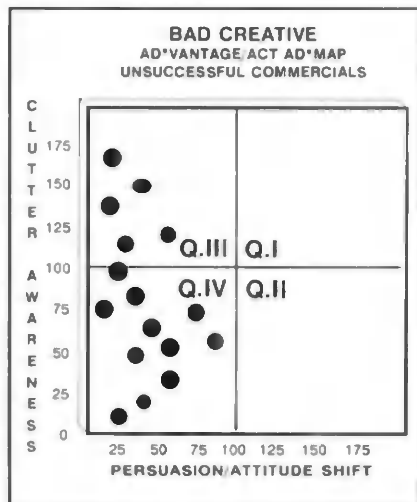
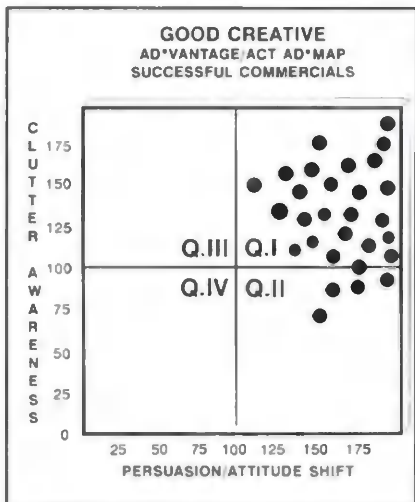
continued from p. 17

"real world" market occurrences in validation studies conducted at the international level, including BehaviorScan Micro Market studies (published validation documentation is available upon request). Persuasion is the measure that, in validation studies, was found to cor-

relate to sales. Quadrants I and II of the AD*MAP are persuasion-driven quadrants. The remaining two quadrants, III and IV, indicate weak performance on persuasion or on both measures.

AD*MAP enables advertisers to see how creative success and failure look. Good creative falls into the two right (persuasion-driven) quadrants of the AD*MAP, I and II. For creative failure, look to the left at Quadrants III and IV. Average commercials cluster around

"most popular" (best-liked) and plotted their scores on the AD*MAP, only 19% of these met high effectiveness criteria (Quadrant I). A sizable 38% were ineffective, falling into Quadrants IV or III. The largest number, 43%, were aver-



relate to sales. Quadrants I and II of the AD*MAP are persuasion-driven quadrants.

the center of the AD*MAP. When MSW tested commercials rated

age, positioning around the middle of the map.

While the purpose of this article is to identify "good creative" in sales-effective terms, it is valuable to place the "good" in perspective. All too often, advertising misfires in the name of "creativity." From our observation of scores of commercials from the last two years' harvest, here are four common blunders that frequently sabotage brands in the name of creativity.

Where's the product? What's the brand?

How does one explain the prevalence of extravagant, high-tech productions that shamelessly sacrifice, obscure and overpower brands? The inclination of many advertisers to put their brands in the hands of antic presenters who dance around them with distracting shtick? Shockingly, among commercials that fail, a frequent problem is their failure to communicate the brand or service name. The name is overpowered by expensive special effects, sacrificed for entertainment or humor without purpose, or buried under misleading and inappropriate word play or imagery. When the product, brand, message and consumer benefit are the commercial's best-kept secret, this is not creative. It isn't even advertising.



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All that glitters is not gold

There are advertisers who believe that the hottest celebrity flavor of the moment will make sales soar. Then, they make sure that most of the brand's 30 seconds are spent on the hot property's persona, lifestyle, moods, idiosyncrasies and leisure activities. If the celebrity is a comedian, "make them laugh" (comedians are always prepared with scores of diverting 30-second routines). Heard the one about the two comedians trading jokes in a diner (over a pen)? When star power fails, it is because the advertiser has failed to work the star into the brand or, for that matter, failed to link the star to a consumer benefit. Star power without purpose is not creative.

Food commercials that sabotage themselves

A group of greasy mechanics, at lunch in the shop, pour steak sauce on used car parts and, yes, eat them. An addlebrained pitchwoman keeps getting her dirty, sticky fingers in a glass full of soda pop and refuses to drink it. A prim etiquette teacher dunks her face straight into a half gallon container of ice cream, emits hoggish grunts and slurps, and emerges with ice cream all over her face. Confronted with a choice between a disgusting, thin, dry burger and a delicious, juicy one, a customer chooses the former. The camera follows a fast food meal as it lands in a gutter and floats downstream with assorted garbage. Scenes from "Animal House, the Sequel" or "You Can't Do That on Television?" No, these are actual food commercials that have been on the air (some are even recipients of creative awards). Yet, it is not uncommon, in our experience, to see unappetizing food commercials — food commercials that sabotage themselves.

They just don't get it!

Finally, the failures include emotion or image driven efforts that are clearly out of touch with consumers' needs, aspirations, fantasies, mores and the conventional wisdom. The advertisers (or their agencies) totally misunderstood their customers.

Oddly-accoutered "freaks of nature" (how else does one describe persons with two heads, three legs, purple hair, etc.?) frolic to the accompaniment of copy delivered in robotic style which suggests that you should feel free enough to look and behave like these people. A young man (apparently) falls to his death during a bungee jump because he was wearing the wrong sneakers. An intense group of thirtysomething "automotive engineers" trade trendy new age small talk to give you confidence that the car they've created is for you. An undergarment manufacturer tries to entice you to buy their brand by showing a cavalcade of pinching, pushing, cutting, twisting uncomfortable corsets of previous centuries. A voluptuous model flaunts her body in front of two pre-pubescent peeping toms. A homeless old man is driven mad by a gang of teens who force him out of his cardboard box with loud heavy metal music. These are not outtakes from the Chevy Chase show, but scenes from far-out on-air commercials that just didn't get it.

Research's creative winners

Fortunately, we can cite many examples of how good creative works in practice. The following cases are from

recent history, several are continuing campaigns. They were very successful in copy tests and in the marketplace, according to secondary source sales reports. This is advertising that is stylish, individualistic and generates sales — truly great creative.

AD*MAP scores for this group position the overwhelming majority in Quadrant I: high levels of attention and persuasion (the best of both worlds). Although a few are marginal on the awareness dimension, they showed clear strength on persuasion, thereby placing in Quadrant II. (Quadrants I and II are driven by persuasion).

Celebrities used well

We know that celebrities sell only if they are chosen appropriately and are credible users. Celebrity presenters bring their own public images, personalities, and values to the products they endorse.

A few years ago, Tommy LaSorda, the outspoken and extroverted manager of the Los Angeles Dodgers, and a known gourmand, burst on the scene for Slim Fast with his personal before/after testimonial. A trim and elegant LaSorda reporting that he felt great was proof positive of the product's benefit. LaSorda's deliv-

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ery was energetic, enthusiastic and authentic. By now a "classic" great creative, Slim Fast has kept up the momentum with several more appropriate and credible celebrities, the

and other hot NBA players were seamlessly meshed into McDonald's message, attitude and style with highly entertaining and clever storyline commercials that showed the NBA play-

brand, not overwhelm it or split it up. The first "Showdown" was so successful that it spawned a sequel which left consumers wanting even more.

Soft drink advertising embodies the old cliché, "If you don't have anything to say, sing." Because soft drinks are targeted to a youthful market, many advertisers in this category have enlisted teen idols to rock the screen away with their praises. But, which teen idol is shouting the praises of what brand? Hard to tell. A few years ago, Diet Pepsi broke out of the mold with a catchy slogan/song, "You've got the right one, baby, uh-huh," and a hip, older singer with cross-generational appeal, Ray Charles. The slogan/song became bonded to the brand, passed into the culture, and seeded a cottage industry of promotional items. Not only was this one of the most memorable campaigns ever but, in our era of global branding, it was a campaign ideally-designed for cross-cultural travel.

These days, however, Pepsi and Diet Pepsi tend to be associated with

These days Pepsi and Diet Pepsi tend to be associated with a roster of tarnished stars such as Mike Tyson, Madonna and Michael Jackson. The moral of the story may be that older celebrities are less likely to give their sponsors Maalox moments. Indeed, our tests of hundreds of celebrities through the years demonstrate that older celebrities are more trusted, believed and beloved — and more reliable in the long run.

most recent being Willard Scott and Ann Jillian.

No partnership between marketer and star property could be more ideal than that of McDonald's and Michael Jordan: the world class brand name industry leader and the #1 personality and role model worldwide. Jordan

ers in action for the brand. The NBA campaign kickoff spots, which showed Jordan and Bird shooting hoops in a friendly wager for a Big Mac and fries ("First one to miss gets to watch the other one eat") are an object lesson in how to manage stellar endorsers so that they enhance the

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a roster of tarnished stars such as Mike Tyson, Madonna and Michael Jackson. The moral of the story may be that older celebrities are less likely to give their sponsors Maalox moments. Indeed, our tests of hundreds of celebrities through the years demonstrate that older celebrities are more trusted, believed and beloved — and more reliable in the long run.

Strong executional signatures

As more products glut the market and brand loyalties continue to erode, a way to distinguish a brand is with a strong executional signature.

Heinz, the undisputed leader in ketchup, has built and maintained its reputation with signature thickness demonstrations of taste and quality. Heinz has kept the message fresh via a variety of individualistic humorous vignettes built around slow pouring. One recent Heinz effort proffered the thickness message with imaginative use of animated ants. Most importantly, the product was the center of the scenario, shown in the context of appetite-appealing food.

The Pillsbury Doughboy signature recently returned to the scene — updated, hip and contemporary for the 1990s. Familiar elements of the Doughboy emblem remained, notably the sign-off, where a finger pokes the Doughboy in the belly, he giggles, and repeats the refrain, "Nothin' says lovin'." Using the Doughboy, Pillsbury has also employed excellent demonstrations of how the dough products are used. In addition, Pillsbury's tempo and mood support a speedy, convenient preparation of a delicious and still homemade product. Taste appeal reinforced by lots of enjoyment images work with the emblem in an excellent branded food approach.

In the crowded and fiercely competitive health and beauty aid category, many new products have swiftly plummeted to oblivion. The category is filled with look-alike, sound-alike and copycat names and products — and few products that are truly unique. Arguably, the most sub-

jective of product categories, it is one in which the execution often "is" the product. There is strong dependence on emotional appeal, personal identification, extended benefits and intangible rewards.

The enduring Chanel campaign is a signature campaign that has worked extremely well for years. It is surrealistic, startling, sexy, mysterious and stylish. It conveys all the appropriate,

of music to create feelings and moods as an advertising trend for the 1990s.

More recently, Lubriderm developed a campaign that stood apart from dozens of hand and body cream spots. Using contrasting images of an alligator slithering away from a nearly nude model caressing her tender skin, the point was clearly made of how the product "banishes" rough skin.

Lubriderm's alligator has slithered

Heinz, the undisputed leader in ketchup, has built and maintained its reputation with signature thickness demonstrations of taste and quality. Heinz has kept the message fresh via a variety of individualistic humorous vignettes built around slow pouring. One recent Heinz effort proffered the thickness message with imaginative use of animated ants. Most importantly, the product was the center of the scenario, shown in the context of appetite-appealing food.

intangible "value plus" benefits of the brand. The campaign works with women because it says boldness, independence, and sensuality. At the same time, Chanel knows how to cater to men who buy cologne as gifts for women. Also worth noting is the importance of music in this campaign. We have observed the increasing role

through several new seasons in varied executions, with no sign yet of wearing out its welcome. So far, the campaign has legs — and teeth.

Powerful comparisons

OTC drugs and household products often rely on comparative demonstrations (sometimes called "negative

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ads"). The challenge is finding fresh new creatives to execute demonstration power, a challenge met in recent campaigns for Advil and Liquid Plumr Professional Strength.

Advil's in-your-face attack on

benefit that consumers want, clearly and simply.

The major battle for the consumer's share of drain pipes is being waged on TV by the two industry heavyweights: Liquid Drano Plus and Liquid Plumr

benefits and did so in executions with clear-cut clog crushing demonstrations. However, the creative context made the difference that gave Liquid Plumr Professional Strength a sizable edge.

"Professional plumbers on Liquid Plumr Professional Strength" stands out for its human interest, warmth, style and unique personality accomplished through relaxed, believable dialogue and the casting of "professional plumbers" who consumers can watch, hear, like and trust.

Tapping into the moods, feelings, symbols, aspirations and music of the youth culture, Ford intercut fast flashes of powerful Generation X icons with beauty shots of fast, muscular cars in action. Heavy metal rock music, youthful slang expressions, and a same-generation announcer voice-over were other embellishments that said to young drivers, "Ford is in touch with my needs and knows how to communicate with me."

Tylenol, with a belittling backward glance at aspirin, is a reminder of why Advil has captured 52% of the fast-growing ibuprofen pain-killer segment. Touting Advil as the only effective pain killer for really tough, pounding headaches addresses the

Professional Strength. In the last year, both brands have introduced improved versions, each claiming to be thicker, faster, better and stronger than the other.

Both brands focused on a single selling idea to parlay strong, relevant

Effective automotive advertising

MSW's Triple A service (Automotive Advertising Audit) evaluates national car and truck TV spots. Interesting experimentation has given distinction, clear positioning and competitive muscle to certain makes in an industry too often ruled by "car on the open road" performance demonstrations.

Honda found a fresh new way to say economy with an arresting creative of an inflatable Civic CRX in



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the desert. It was a deceptively simple, single-minded execution that not only conveyed economy but also great styling and performance. Aided by classical music, Lexus used a memorable visual image to position Lexus in its

dramatization, lifestyle, feelings or analogy.

2) The brand is the major player in the experience, the brand makes the good times better.

3) The linkage between brand and execution is clear (scenario revolves around and highlights the brand).

4) The execution has a focus (there's a limit to how many images and vignettes the consumer can process).

5) Feelings (emotional connectives) are anchored to the needs and aspirations of the targeted customer.

6) Striking, dramatic imagery is characteristic of many successful executions, enhancing their ability to break out of clutter.

7) An original, creative signature or "mystique" exists in many of the best commercials, to bond the consumer to the brand and give it a unique personality.

8) In food and beverage advertising, high taste appeal is almost always

essential.

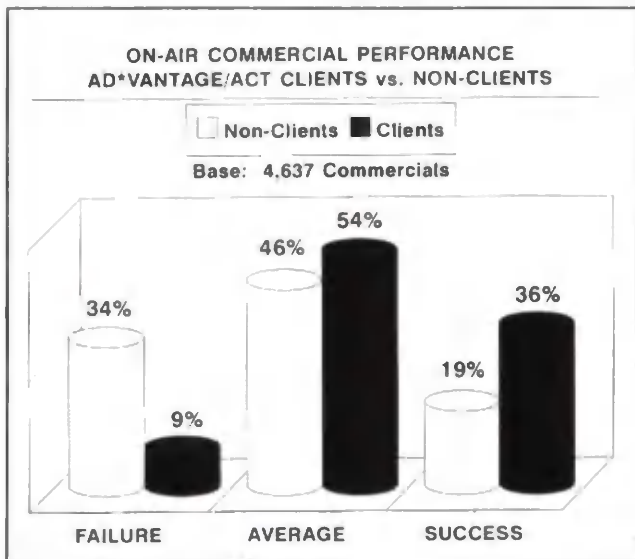
9) The best creatives for mature brands frequently employ fresh new ways of revitalizing the message.

10) Music (memorable, bonded tunes and lyrics) is often integral to successful executions for many brands.

11) When humor is used, it is relevant, with clear product purpose.

12) When celebrities are employed, they are well-matched to brands, have credibility as users/endorsers, are trusted, and their delivery is enthusiastic. Celebrities tend to improve with age. Older stars pose less risk, and are less likely to cause their sponsors embarrassing moments.

In closing, we reiterate how hard it is to create good, sales-effective creative. Often, advertisers will settle for a campaign that is average and does no harm. As noted earlier, of 4,637 on-air commercials tested, only 19% were better-than-average, while 34% failed and 46% were of average grade. However, in cases where MSW clients have pre-tested at various stages before producing commercials in final form, the success rate for the finished, aired efforts increased to 36%, while the failure rate declined to 9%. Research contributes to the development of creative that meets marketing objectives. □



luxury niche: a pyramid of champagne glasses that remains intact when the car is revved up to high speeds on rollers.

In the past year, Ford enticed Generation X with Escort GT, Probe and Mustang spots that convinced them, "if you haven't driven a Ford lately, you owe it to yourself to check out these Ford models." Tapping into the moods, feelings, symbols, aspirations and music of the youth culture, Ford intercut fast flashes of powerful Generation X icons with beauty shots of fast, muscular cars in action. Heavy metal rock music, youthful slang expressions, and a same-generation announcer voice-over were other embellishments that said to young drivers, "Ford is in touch with my needs and knows how to communicate with me."

Summary: 12 creative hot buttons

What is good creative — creative that sells? Here are the 12 creative hot buttons that recur in the most sales-effective advertising we have measured in 25 years and some 25,000 AD*VANTAGE/ACT copy tests.

1) Brand rewards/benefits are highly visible through demonstration,

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Survey Monitor

continued from p. 21

product lines that offer few choices to elderly consumers. She hopes that her research will be a first step toward reversing this trend. Jackson plans to look more closely at clothing purchases of the elderly in future research. She also believes that retirement, income changes, marital status and household size — as well as income — all likely work together to influence purchases. For more information call Kelly

Kershlner at 614-292-4385.

Food-service companies repelled by giants

Food-service manufacturers generally refrain from entering product categories in which the leading two brands have a combined market share of 25% or more. Foodservice Research Institute, Oak Park, Ill., analyzed 80 product categories after interviewing 3,500 food-service operators for its syndicated survey titled *Brand Equity Share Trends*.

The company's findings would seem to indicate that unless you have innovative packaging, a new delivery system or a new product form, it is unwise to attempt to gain ground in a product area dominated by one or two names.

Still, while such a situation may be intimidating at first blush, Joseph E. Brady, managing director of Foodservice Research Institute, says that initial impressions might be deceiving, and that it's difficult to tell whether it is best to compete in a category that is heavily, moderately or slightly dominated by one or two manufacturers. "Profit opportunities exist in all areas," Brady says. "In fact, it might even be more profitable having a small share of a large category than having a large share of a small category."

Of the product areas Foodservice Research Institute examined, dominance by the top two brands varied widely. The canned soup (with 87% held by the top two names), ice cream cone (62%) and rice (60%) markets proved to be the most strongly controlled by the top pair. For more information call Joseph E. Brady at 708-386-7579.

Mexican marketers head north after NAFTA

Even before NAFTA made it over Capitol Hill, Mexican producers of consumer goods planned to step up marketing efforts in the United States. A FAX poll conducted by Strategy Research Corp. (SRC), Miami, Fla., shows. The poll — described in the January 1994 issue of SRC's newsletter, *Inside Strategy* — was conducted just before passage of NAFTA in the U.S. House. It surveyed Mexican producers who were believed to be exporting to the United States, asking them about their future marketing and sales efforts — with or without NAFTA.

The results show that the passage of NAFTA will bring a strong increase in marketing and sales efforts to both the U.S. Hispanic market and the U.S. market in general. Of the companies polled, 95% are currently exporting consumer products to the United States. More than half of those companies are targeted primarily at the U.S. Hispanic

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market; 22% of the companies say the majority of their products' sales are in the Hispanic market, 33% say the majority of their sales are equally split between the U.S. Hispanic and general markets. The products produced by the companies in the poll ranged from Mexican arts and crafts to tequila and wine.

Even if NAFTA did not pass — and at the time it appeared that the agreement would not win approval — 32% of the Mexican firms polled said they planned to increase their sales and marketing efforts in the United States during the coming years. Now, with the successful passage of NAFTA, the following can be expected:

Almost four-fifths of the producers surveyed will increase their marketing efforts in the United States. Only 10% will decrease such efforts and about the same portion will stick with what they've got going now. Of those companies that will increase their efforts, 53% say they will step up their efforts a lot; 33% will bump up somewhat; and 13% say they will increase activities minimally.

Many Mexican producers of consumer goods mentioned that they con-

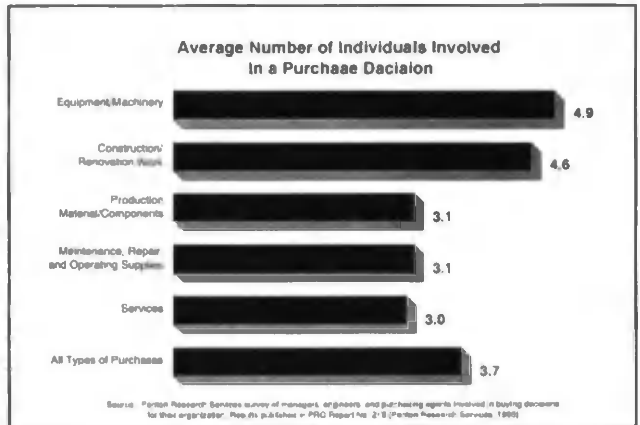
sider the U.S. Hispanic market to be the natural market for their goods in the United States — and with a comparative advantage in Spanish-language packaging and advertising already, they stand to give U.S. producers of consumer goods a run for their money in the Hispanic market. For more information call 305-649-5400.

Decision-makers remain elusive

Business and government purchase decisions are usually made by a group, not an individual. According to a survey done by Cleveland-based Penton Research Services, the average number of people involved in a buying decision ranges from about three, for services and items used in day-to-day opera-

tions, to almost five for high-buck purchases such as construction work and machinery.

Further, Penton found that twice as many people are involved in purchases at large plants and offices than at small operations. For example, a decision to contract out for a service is normally made by a group of two or three at an office with fewer than 100 employees. Five or six people will be involved in the same kind of decision when it takes place at a location with 1,000 or more employees.



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It's not going to get any easier for sales reps. A Center for Advanced Purchasing Studies survey found that 87% of the purchasing executives at Fortune 1000 companies expect teams of people from different departments and functions to be making buying decisions in the year 2000. Only 60.8% of the same group said that teams are currently making sourcing decisions.

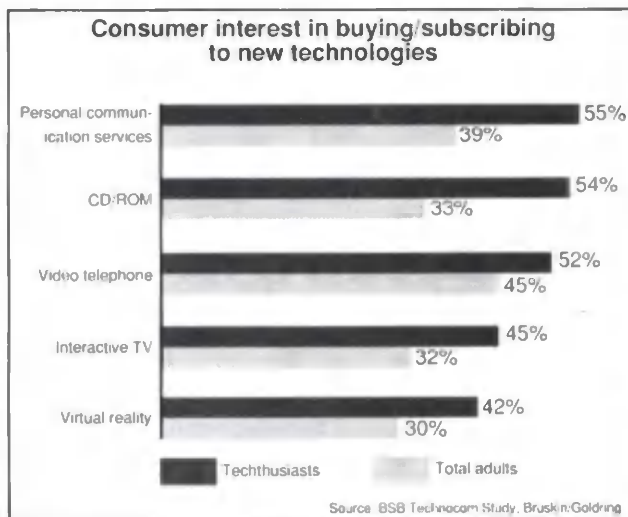
Penton publishes its survey findings in a series of what they call Research Overview Reports. For more information call 800-326-4146.

Meet the techthusiasts

Experts say high-tech products such as VCRs, personal computers and CDs are just a hint of things to come in the fiber-optic/interactive world of the near future. A recent issue of the *Bruskin/Goldring Research Report*, addresses the question of how new technologies

of today's electronic devices. Comprising 20% of U.S. adults, techthusiasts boast a median household income of \$56,500 — almost two-thirds more spending power than the average household. They are better-educated than the average adult (14.1 median years of schooling vs. 12.7 years) and their median age is nearly three years younger than that of the average adult.

Techthusiasts are more likely than the general population to have electronic audio and video equipment. For example, almost all (97%) techthusiasts own a VCR, compared to 79% of total adults; more than two-thirds own a personal computer and a CD player, compared to less than a third of total adults; and half of all techthusiasts own a computer modem, versus only 12% of total adults. They are early purchasers of new home appliances and new food products, indexing 246 and 201, respectively, against total adults.



Techthusiasts are eager to use new technologies, with more than four in 10 saying that they will purchase or subscribe to interactive TV, virtual reality, personal-communications services, video telephones, or CD-ROM devices. Although the general adult population is also interested in these technologies, techthusiasts are

will affect Americans' product and media consumption — a question of vital importance to ad agencies and advertisers.

Backer Spielvogel Bates (BSB) commissioned Bruskin/Goldring to investigate the purchase potential of the next generation of technologies for a BSB report called "Projections: 2002." The study analyzed developments in personal-use, consumer-oriented technologies and Americans' receptivity to advertising for such systems.

The BSB study identified consumers most likely to use new technologies. These so-called "techthusiasts" are technology enthusiasts and early adopters

between seven and 21 points more likely than total adults to anticipate continuing to be high-tech consumers. While techthusiasts are most interested in personal-communications services, total adults are most interested in video telephones. Techthusiasts are also more likely than total adults to accept limited amounts of advertising through these technologies, but both groups are somewhat receptive.

Marketing textbooks are filled with examples of electronic innovations that never caught on with the American consumer. Will these new products join 8-track tape players, subscription over-the-air TV decoders and Betamax ma-

chines in America's electronic attic? Craig Gugel, senior vice president and executive director of media research and technology for BSB doesn't think so. He predicts that systems with the strong backing of the telephone, cable and entertainment industries are some of the probable winners. "Personal-communications services (PCS), interactive TV and CD-ROM are the technologies most likely to succeed," Gugel says.

For more information call Craig Gugel at Backer Spielvogel Bates, 212-297-8076.

Beverage drinkers clearly unimpressed

Consumers' verdict on clear beverages is thumbs down by almost two to one, according to a recent issue of *The Shopper Report*, published by the Consumer Network, Inc., a Philadelphia-based research organization that maintains a panel of 5,000 shoppers drawn through retail outlets throughout the United States. In the October 1992 issue of the newsletter, Consumer Network head Mona Doyle predicted that clear

drinks soon would go flat with consumers. Now consumer research is proving her sagacious. The see-through beverages have a fundamental problem: They don't taste as good as their colored counterparts. Consumers like the concept of no added coloring, but the reality disappoints them. Some see it as a silly fad. Others are worried about accidentally drinking Palmolive instead of Pepsi. Still, enough Consumer Network panelists enjoyed the clear drinks to suggest that they will, at least, stay on shelves for a while longer. For more information call 215-386-5890.

Interactive media booming

The 11th annual *Communications Industry Report*, released last December by the investment banking firm of Veronis, Suhler & Associates Inc., New York, N. Y., indicates that the high-tech communications and interactive media industries are indeed booming. Although unable to match the double-digit growth of the boom years — 1989 to 1990 — key financial indicators for the nation's

349 publicly reporting communications industry companies grew significantly in 1992, according to the report.

After a disappointing 1991, an improved economy — aided by restructuring and rigid cost controls — helped boost the industry's overall revenues by 6.4% to \$137.1 billion. Operating income rose 17.5% to \$18.1 billion. Following a decline of 4.8% in 1991, operating cash flow zoomed 12.1% to \$27.4 billion.

The average operating income margin for all publicly owned communications companies reached 13.2%, up 1.2 points over 1991, and the average cash flow margin climbed 1 point to 20%. The substantial 1992 margin gains compensated in large measure for sharp declines in 1990 and 1991, when margins for both operating income and cash flow fell.

Included for the first time in the industry results were 30 interactive digital media firms. These companies provide software for consumer reference, education, games, and consumer data and transactions, along with home shopping and infomercials. The *Report* notes

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that this emerging industry is significant to the communications industry as a whole not only because it provides investment opportunities, but because of its potential impact on the traditional media.

The interactive digital media segment showed impressive growth in 1992, the report says. The 30 publicly reporting software companies paced the entire industry in '92, with revenues growing 20.6%, operating income up 55.5%, and operating cash up 36.5%.

Veronis, Suhler's *Report*, covering 1988 to 1992, is designed to enable senior officers of corporations and financial institutions to examine in detail the financial performance of all 349 publicly reporting companies in radio and television broadcasting, cable television, filmed entertainment, recorded music, newspaper publishing, book publishing, magazine publishing, business information, advertising agencies and — for the first time — interactive digital media. For further information call Colette Murphy at Gavin Anderson & Company, 212-921-1060.

Clinton makes executives nervous

Apparently the president is making executives nervous. A couple of Clinton administration initiatives topped the list of the most pressing concerns of American business executives in 1993, according to FIND/SVP, a consulting and research firm based in New York City.

Based on a review of the tens of thousands of questions posed to its consultants during the past year by some 2,000 client companies, FIND/SVP reported that health care reform appeared to be the chief concern of U.S. business in 1993, as clients sought information on what the Clintons' health proposal entailed, how it would affect their companies or industries, and who would emerge as winner and losers if the proposal were passed. Requests came from all kinds of companies — the gamut stretched from insurance companies and banks to ad agencies and investment firms looking to profit from the plan's provisions.

Close on its tails in terms of importance to U.S. firms was the Family and Medical Leave Act (FMLA), which was signed on February 5, 1992, and took effect on August 5. It provides eligible employees with up to 12 weeks of unpaid leave for events such as childbirth, adoption, and illness, or if a parent has to care for a seriously ill family member. FIND/SVP clients wanted to know how their companies should go about drafting their own FMLA policies; where they should post notices; and how health care payments should be handled when an employee is on leave. Record-keeping requirements were also a subject of inquiry.

Rounding the list of the year's most popular business topics, according to FIND/SVP's experts, were the education crisis, the so-called electronic superhighway, NAFTA, women's health issues, Internet, brew pubs and microbreweries, casino and riverboat gambling, and electronic tax filing.

FIND/SVP's consultants said the next 10 most popular topics with its clients were the 1996 Olympics and 1994 World Cup (both of which will take place in the United States), "ultra" laundry detergents, corporate-sponsored child care, rugged casual footwear, "generation X," guns and ammunition legislation, home-shopping networks, electric and gas utilities, gourmet coffee bars and entertainment retail stores, such as those opened by Disney and Warner's. For more information call Beth Rubin, 212-645-4500.

Cereal continues to pour

In 1992, the ready-to-eat cereal market grew 5.4% (in terms of retail dollars) to tally sales of \$8.14 billion, according to Packaged Facts, New York, N.Y. Volume grew at a somewhat slower rate, rising 3.8% to hit 2.75 billion pounds.

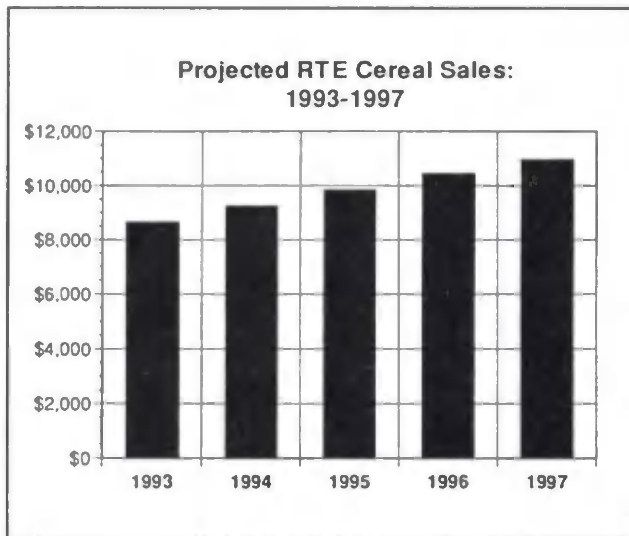
Throughout the 1980s, annual dollar gains (which hovered around double-digits) were usually 200% to 300% higher than pound increases. So despite the fact that dollar gains exceeded pound increases by over 40% last year, 1992 actually marked an advancing equity

between the two growth rates. This is probably a result of the increasing popularity of private-label brands putting downward pressure on prices.

The slowdown in price increases may simply have been inevitable after the blistering pace of the '80s. From 1983 to 1992, the average per-unit price of ready-to-eat cereal rose 67%. Much of that increase was simply due to across-the-board price raising. But a great marketing effort was also instrumental in the up-scaling process. Many new niches were

uncovered and exploited to their fullest as marketers mounted appeals to consumers from every conceivable angle.

The segments best-suited to such targeting, however, continued to exhibit the strongest growth in 1992. Presweetened, a segment with a great deal of cartoon advertising and motion-picture tie-ins, was up 7.7%. Three health-oriented segments (bran, nutritional, and natural) all grew more than



5%. Those numbers are in marked contrast to the fate of the "regular" segment, which gained only 1.9%, well below the 5.4% gain posted by the category as a whole. Packaged Facts is predicting, however, that the regular segment will spring back this year.

By the end of 1993, the regular segment is projected to gain a healthy 6%, which will bring its sales up to \$2.5 billion. Presweetened is projected to

grow 7% to \$4.18 billion. Bran and nutritional are expected to grow 4% each, reaching \$1.01 billion and \$677 million, respectively. But despite the across-the-board gains, the real glory still belongs to a niche, as the natural segment is expected to grow 10% to reach sales of \$268 million. This will bring 1993 total sales to the \$8.64 billion mark, a gain of 6% over 1992.

The annual growth rates of the various ready-to-eat cereal segments are projected to remain relatively constant through 1997. Forecast totals for that year are: presweetened up 5% to \$5.48 billion; regular up 3% to \$3.13 billion; bran up 4% to \$1.12 billion; nutritional up 5% to \$823 million; natural up 10% to \$405 million. Packaged Facts predicts that the market in general will go up 5% to reach total sales in 1997 of \$10.95 billion. Call 212-627-3228 for more information.

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Product & Service Update

continued from p. 25

graphics. Choices II also offers non-Simmons databases including Monroe Mendelsohn and JD Power car and truck studies. The second release is scheduled for the end of the first quarter of 1994. This release will include: Trender, full-help system, means/medians, enhanced count coding, and perceptual mapping. Simmons also has allied with



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MediaPlan Inc. With Choices II and MediaPlan's Manas planning software, the user can create a total media plan including reach and frequency for print and broadcast. Call 212-916-8900.

Trans Union and Fair, Isaac introduce Revenue Projection Model

Trans Union Corp. and Fair, Isaac and Co., Inc. have introduced Revenue Projection Model (RPM), a tool for predicting revenue from prescreened solicitation prospects. RPM ranks solicitation prospects by the relative amount of revenue likely to be generated in the first 12 months of bankcard account life. Bankcard issuers can use RPM with their existing prescreen strategies to determine which individuals to solicit for preapproved credit offers. The product is most effective when used in conjunction with a risk model. It can also be integrated with clustering and segmentation tools, and custom response models. RPM was developed using a large sample from diverse bankcard portfolios, combined with credit bureau history information provided by Trans Union. The database was analyzed by Fair, Isaac to determine the credit bureau characteristics most predictive of revenue. RPM examines characteristics in categories including length of credit history, current levels of activity and usage, and payment information. Trans Union and Fair, Isaac also offer tools for validating RPM and consultation for incorporating RPM into solicitation strategies. Call Michelle Blechman at 312-466-8567.

Global purchasing newsletter launched

W-Two Publications Ltd., Ithaca, N.Y., and Global Business Opportunities, Pound Ridge, N.Y., have introduced *Market: Basket*, a newsletter that follows trends in global purchasing power. The newsletter will look at relationships between consumer demographic and lifestyle

trends, income and spending power. The goal of the newsletter is to help readers make comparisons among countries and to help them acquire a working knowledge of the different kinds of income measurements that are available and what they mean in the assessment of spending power. Contact Doris Walsh at 607-277-0934.

1994 'Red Books' now out

National Register Publishing's *1994 Standard Directory of Advertising Agencies* and *Standard Directory of Advertisers*, or "Red Books," continue to be enhanced by Reed Reference Publishing, which acquired the publications in 1992. The *Standard Directory of Advertisers* provides in-depth profiles of more than 26,000 national and regional advertisers with advertising budgets of at least \$75,000. The directory is available in two editions: one arranged alphabetically by business; the other geographically. The 1994 editions feature more than 1,000 new advertisers and 1,000 new personnel. More than 90% of the listings have been completely updated, reflecting changes in personnel, sales, media expenditures and brands. Features new to the 1994 edition include: product categories by state index (all companies are organized geographically within each of 52 classifications); increased coverage of Canadian advertisers; three new business classifications (food retailers, government and state agencies, and cultural and recreational entertainment); and a services and suppliers section. The *1994 Standard Directory of Advertising Agencies* profiles more than 8,700 agencies with at least \$200,000 in billings and provides complete contact information, with more than 59,000 titles. More than 90% of the listings have been updated; there are 350 new listings. New features in the 1994 edition include: agency profiles with enhanced basic listings; special markets index with nine new categories; agency ranking summaries published

by *Advertising Age* magazine; and services and suppliers section. An international edition of the Red Books is also available. The *Standard Directory of International Advertisers and Agencies* is also available. It features information on more than 2,000 advertisers and 2,000 agencies in 127 countries. Call 800-521-8110.

SPSS debuts new SPC Windows package

Chicago-based SPSS Inc. has introduced a new statistical process control (SPC) software package for quality improvement. Dubbed QI Analyst, the software package is designed for SPC in manufacturing. The package was developed to help users improve processes, cut waste, reduce non-conformance and meet customers' and management's quality improvement requirements. QI Analyst is one of the first SPC packages running under Microsoft Windows. It automatically produces 21 high-reso-

lution variable and attribute control charts, histogram and Pareto, short run and trend charts; applies Shewhart control tests; color codes charts to indicate the state of the process — green for in control, red for out of control; runs capability statistics such as CpK, Cr, Cp and Cpm; tests for normal distribution; and calculates trend lines and statistics. Contact Randolph Pitzer at 800-543-9262.

Investext bumps up its databases

The Investext Group, Boston, has added research from two consulting firms — Killen & Associates, Inc. and Strategic Directions International, Inc. (SDi) — to its MarkIntel market research databases. The two firms are on-line exclusively through MarkIntel. Reports from Killen & Associates focus on major telecommunications, computer and information technology companies, with coverage of business developments, emerging market opportunities

and strategies. SDi supplies research and analysis on the highly specialized analytical instrumentation industry. These reports provide technology assessment, strategic information and insight into industry trends and developments. The MarkIntel databases — MarkIntel and MarkIntel Master — provide on-line access to studies from consulting and market research firms. The databases currently offer over 22,000 full-text, fully indexed reports, covering hundreds of industries and highly targeted market segments. Both databases are available only through I/PLUS Direct, the Investext Group's on-line delivery service. Call 617-345-2000.

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Names of Note

continued from p. 22

customer relations. Detroit-based Polk Direct is a division of *R.L. Polk & Co.*

ICR Survey Research Group, a division of *AUS Consultants* located in Media, Penn., has added three staffers: **Dr. Steven J. Cosgrove**, vice president, will be working with clients who need customized research designs. **Douna Tinari-Siegfried** has

been tabbed as vice president, client services. Her background is in qualitative and quantitative methodologies, and ICR has made her responsible for developing business in the telecommunications and consumer package goods industries. As an account manager, **Nancy A. Fisher** will handle telecommunications, consumer package goods and financial service accounts for ICR.

Eric S. Halata has been named

vice president in the client services division of *AHF Marketing Research*, New York City. He comes to AHF from Crossley Surveys, the commercial marketing research division of Westat, Inc.

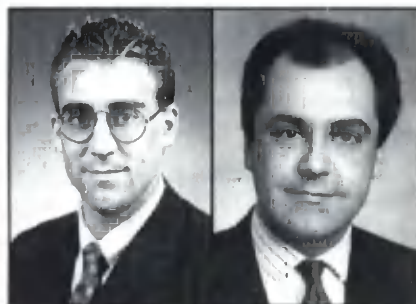
Stephen Kresl has been named director of third-party sales at *MapInfo Corp.*, Troy, N.Y. Kresl will market MapInfo's desktop mapping software through the company's VAR and OEM channels.

Joe Noel, networking and telecommunications specialist, has joined *IntelliQuest*. He will be part of the Austin, Texas, company's effort to expand its telecommunications and data communications information services.

The New York Chapter of the *American Marketing Association* has announced the appointment of **Mary Lee Keane** as executive director. Her major responsibilities will include professional conferences, educational programs and membership service and development.

Joining *MSW-McCollum Spielman Worldwide*, Great Neck, N.Y., are **Floyd Poling** as senior vice president and **Peter Johnson** as vice president. Both come to MSW from ASI Market Research.

Brad Kalil and **Jonathan Clark** have been promoted by *Northwest Research Group*, Bellevue, Wash. Kalil is now a



Kalil

Clark

senior associate. He will manage full-service quantitative projects, specializing in transportation research. Clark has been named field services manager. He will manage Northwest's field services personnel and oversee research projects.

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0191

Is three a crowd?

continued from p. 15

Reality number 3: The nature of a supplier.

A supplier is defined as someone who furnishes/provides (a person, establishment, etc.) that which is lacking. Some suppliers wait for the phone to ring, others have salespeople out making calls and drumming up business. A good supplier is often thought to operate on the principle, "They call, we haul!" In the case of marketing research suppliers, some provide unique products or services not available elsewhere, others provide what are perceived as commodity services. But in everything I've said so far, the idea has revolved around the idea of a supplier. Therein lies the issue. I submit that the mindset of a typical supplier is inappropriate for today's marketplace.

So what's the answer?

Companies don't need suppliers, they need partners — whether they recognize it or not. A partner is a sharer or partaker, an associate. A partnership means there is a joint interest. Being a partner means more than delivering a high quality product or service in a timely, cost efficient manner. There are a number of new aspects to a partnership with a client:

1. Don't sit around waiting for the phone to ring, have as much "face to face" time with the client as possible. Establish some personal relationships as well as the business relation-

ship. This is basic to sales, but how often is it really practiced?

2. Go beyond concern for what the client wants, be concerned about what the client needs. If the client fails, you fail!

3. Are there ways to deepen the business relationship? New ways to help the client? If the client succeeds, you succeed!

4. Building and maintaining business relationships takes a lot of time and effort. For this reason, there may be a quantity versus quality trade-off in dealing with clients. Staffing needs to allow a partnership to be built and maintained. Senior management of a service organization needs to understand what it takes to build a partnership with a client. They must understand changing marketplace realities.

Any relationship means different things to each person in that relationship. All the parties involved have unique needs and wants to be satisfied by the same relationship. Because my background revolves around advertising, I'll use that industry as an example for the partnering opportunities that exist today.

Copy research, for example

For 13 years I was in the client service department of a major advertising agency. Those who work with ad agencies often perceive the agency to have a "bunker" mentality. Why? The agency is quick to defend its work and clients often feel they're not being heard. The agency's creatives sometimes seem to be loose cannons; agency people are often seen as being highly political in the way they work with the client. They need to be! The agency's product is judged by subjective criteria by everyone involved, both by the client and

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within the agency. The agency is ultimately accountable for the sales results for the advertised product or service — results over which they have no direct control.

If that's not enough, the agency knows that when/if sales nosedive, the first fingers pointed will be in their direction. What the agencies don't want is a third party joining the advertising process late, grading their work, issuing opinions, and then disappearing into the night.

From the client's perspective, they internally may share many of the agency's problems. They are committing large sums of money with no quantitative understanding of the return they'll receive on the investment. The agency is always talking about the long-term value of advertising, but the client people are evaluated on short-term results. Each part of the client organization has its own opinions about what the advertising should be. Those creating the advertising are held accountable for sales, just like the agency. And like the agency, they don't have direct control. They have financial goals set by someone else, and like the agency they don't have direct control over sales. There's the sales force they work through, and of course there's always the competition. The client needs some objective criteria to justify their decisions and to help them reduce the risk associated with their decisions. From the client's perspective, some tool to help judge the agency's work, even if it may be an imperfect one, is better than no tool at all.

In addition to the client and the agency, there is the third leg of the stool, which is the advertising research

company. It provides the client with information to help make advertising decisions less subjective. Whether the decisions are "better" is sometimes debated but the decisions are less subjectively driven. And to the client, that is critical. That is good business!

Copy test results always affect agencies, but too often, agencies don't make effective use of the learning. Clients perceive that if test results are good, the agency accepts congratulations and moves on. The agency is seen as buying into the results. When the results are poor, the agency seems to argue that the testing is somehow flawed. Agencies are often seen by clients as being hypocritical. They're not really hypocritical, they're simply focused on their goal.

Agencies tend to be very goal-oriented, and their goal is to get the copy they recommended on-air. If copy test results are not an obstacle, then they don't worry about them. If they are a problem, they try and explain the results away. ("It'll be fixed in production!"; or, "That methodology doesn't work for this type of advertising!")

As suppliers, copy testing companies have tended to be satisfied with the situation and accept alienation from the agency. As a result, this third leg of the stool has tended to make the whole system a bit wobbly.

The opportunity

Neither agencies nor clients typically have the internal research support they once did. When I headed the marketing research department of The NutraSweet Company, we perceived ourselves as understaffed and overworked — just like research departments everywhere. We wanted to form tighter partnerships with research companies, but found most of them were unprepared or unwilling to provide the level of service we needed or were willing to buy.

For copy testing companies, the opportunity is to become an advertising research partner. Join the process as early as possible. Don't just grade the agency's work, help find ways to make the advertising better. Feel at least partially responsible for the end result — the advertising that is aired. Recognize that advertising stems from more than the copy. Results involve (among many things) factors like the media plan and spending allocations between advertising and promotion programs. Advertising research companies should strive to build a partnership with their client and with their client's ad agency! Don't "disappear into the night" after the research project is completed.

A case history

Building partnerships requires much more than simply issuing a new mission statement. ASI Marketing Research, Inc. of which I am a senior vice president, is one research company in the process of forging closer partnerships with clients. Historically, ASI has focused on recall and persuasion testing for TV advertising. Forging closer client partnerships is requiring our company to reinvent itself.

In our case, we believed one way to build ties with



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clients would be to get involved earlier in the advertising development process. To do that, we recognized we needed a more diagnostic research tool. So when we were approached by a major ad agency, we evaluated and then bought the agency's proprietary, internal diagnostic copy testing system. We then married that approach with a creative diagnostic system used by our Entertainment Research Division to test movies, movie previews, and TV shows. The result is an advertising development tool called Creative Response Workshop Plus (CRW+).

With it, we get involved earlier and add more value to the advertising process. We feel it allows us to provide insights into how the advertising is being internalized by the audience and measure the strength of creative elements. CRW+ also creates an opportunity for us to forge closer relationships with the client's ad agency. Because the methodology was developed in part by an agency, its output is designed to be creative-friendly.

Another way we contribute to the advertising process is with a company unit called ASIRAS, ASI's Response Analysis Services, which can develop advertising response models that have demonstrated the ability to decompose and quantify sales impact for the various elements of a marketing program. That information is useful to the client, because how many times has a client asked its agency what sales impact it's getting from the advertising or what the impact of an alternative spending level or media mix would be?

Lastly, any relationship needs constant attention. Pro-

viding a range of research products is not enough; relationships are based on people. We are increasing our account people's focus on customer satisfaction. More important, ASI is striving to learn as much as possible about what superior service means to each client. Helping to identify what the client needs, and not simply supplying what they say they want, is only part of it. If the client senses you're putting their interests first, you will reap the rewards.

Is three a crowd?

While this article has talked about the copy research business, the opportunity to form deeper relationships exists in most research areas. Client experience is that few account people from research suppliers know their clients' businesses well enough to interpret data and make meaningful, actionable recommendations. Research suppliers think they do, but clients don't generally perceive it. It may mean wrenching change for a research supplier, but the opportunity to be a research partner exists!

The partnership between a client and its ad agency is widely recognized and talked about. If a research supplier inserts itself between those two, you can bet it gets real crowded real quickly. The solution is to partner with them both. Both the client and the agency need to receive actionable information from the research company. Agency research departments are lean, if they exist at all, and client research departments are often overwhelmed. Both groups will welcome meaningful assistance. The challenge is to provide it! □

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I think that there isn't enough communication between managers and the workers. Also, the recent lay-offs have really created bad feelings throughout the plant.

2. How can we improve our products?

Our products are basically fine, but we have compromised to reduce costs. We charge more if our products are worth more.

TAP Analysis Summary

1. What is your biggest concern about the company today?

Percent	N	Statement	R-Index
52.90	91	Lack of Communication	0.7983
37.30	66	Job Security	0.6570
5.75	10	Morale in My Department	0.8913
4.02	7	Being Treated Fairly	0.7235

2. How can we improve our products?

Percent	N	Statement	R-Index
63.22	110	Stop Cutting Corners	0.5531
21.26	37	Get Better Equipment	0.7665
12.94	22	Listen to Employee Ideas	0.8388
2.87	5	More Training Programs	0.7932

Representation of how TAP will analyze and cluster an open-ended question.

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Research Company News

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Data Niche Associates, Inc. has moved into new office space. The company's address is: 540 Frontage Rd., Suite 2135, Northfield, Ill. 60093. Phone is 708-501-5575; fax 708-501-5658.

Quality Controlled Services, St. Louis, has been named the 1993 recipient of NCR Corp.'s Supplier Excellence Award. This marks the second consecutive year QCS has been selected. The six award criteria are quality, expertise, creativity, partnership, timeliness and cost management.

Information Resources, Inc., Chicago, and the Hong Kong-based **Survey Research Group (SRG)** have announced that they have signed an agreement in principle providing for IRI to acquire privately held SRG in an exchange of stock valued at \$76 million. SRG is Asia's largest market research firm, operating retail track-

ing services in Australia, China, Hong Kong, Indonesia, Japan, Korea, Malaysia, New Zealand, the Philippines, Singapore, Taiwan and Thailand. In 1993, the company had worldwide sales in excess of \$70 million, up 20% over 1992. The transaction is expected to close in the second quarter of 1994.

In a separate action, IRI has signed a letter of intent to purchase Conn.-based **Neo, Inc.** for an undisclosed amount. Neo is a management consulting firm that focuses on the consumer packaged goods industry. IRI intends to operate Neo as an autonomous operating division with its current management and staff. The two companies expect to close the transaction by the end of March 1994.

IRI also has announced a joint development partnership with **The Partnering Group, Inc. (TPG), Cincinnati.** IRI and TPG are developing a software product that will provide retailers and manufacturers with an industry-accepted method for executing category management. The

Partnering Group is a consultancy specializing in manufacturer and retailer partnering and ECR initiatives such as category management. The product of the IRI-TPG partnership will combine the category management practices developed and standardized by the Partnering Group with IRI's analytical software and the InfoScan-Census data that is a prerequisite for these types of applications.

IRI and **Datos C.A.** have announced plans to form a joint venture in Venezuela that will operate the present Datos market research businesses in that country and provide opportunities for future growth. Datos supplies syndicated market tracking and other research services in Venezuela. IRI will own 49% of the joint venture, while the Datos shareholders will own 51%. At presstime, the transaction was expected to be completed in mid-February. Terms of the agreement were not disclosed.

Gary Mullet Associates, Inc. has relocated. The company's new offices are located at: 466 Connemara Crossing, Lawrenceville, Ga. 30244-4854. The company's phone number is 404-931-1060; fax 404-931-3654.

Questionnaire Consultants has a new address. It is: 20 Church St., B13, Greenwich, Conn. 06830. The phone number is 203-861-1986; fax 203-861-1989.

Jan Bush of **Van Bush Marketing** has announced the formation of **Advance Marketing Group, LLC.** This new company reflects the addition of two new partners, Sharon Arney and Delvin Holdeman, to her field marketing company. Van Bush Marketing has merged into Advance Marketing Group, LLC. The new company will specialize in product demonstrations, mystery shopping, employee training, executive interviews, group interviews and market research. AMG will concentrate its efforts in Wichita and communities across Kansas and Missouri. The company is located at: 340 South Laura, Wichita, Kan. 67211. Phone is 316-265-8585; fax 316-262-2221.

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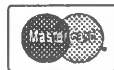
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Gold'n Plump

continued from p. 7

a yellow legal pad. The agency and client eliminated seven of the 10 executions, but could not decide which one of the remaining three would be most effective in communicating "thoroughly cleaned" to consumers. Consequently, it was decided to ask them.

Both client and agency had been long-time believers in a forced exposure method of copytesting. However, with three executions and little money for testing, some tweaking of the established way of copytesting

One problem with testing storyboards was that the interviewer was relied upon to "walk" the respondent through the commercial. Our own validation studies had shown that storyboards presented by "livelier" interviewers garnered higher scores. In this case there were no storyboards, but there were rough sketches—and a creative team.

was necessary.

Neither client nor agency had the time or the money to produce expensive testing materials. In the past, respondents had been shown actual storyboards and probed for their reactions. One problem with testing storyboards was that the interviewer was relied upon to "walk" the respondent through the commercial. Our own validation studies had shown that

storyboards presented by "livelier" interviewers garnered higher scores. In this case there were no storyboards, but there were rough sketches—and a creative team. Putting those two together, videotapes were made of the copywriter explaining the sketches. Three separate videotapes were made, all using the same presenter. Each video was approximately

two minutes long.

Next, a supplier was chosen to collect the data. Although the supplier had done excellent work in the past, we requested that they assign their "best" interviewers to the project. To further ensure the highest quality of data collection, the agency's research director went on-site and personally trained the interviewers. He stayed

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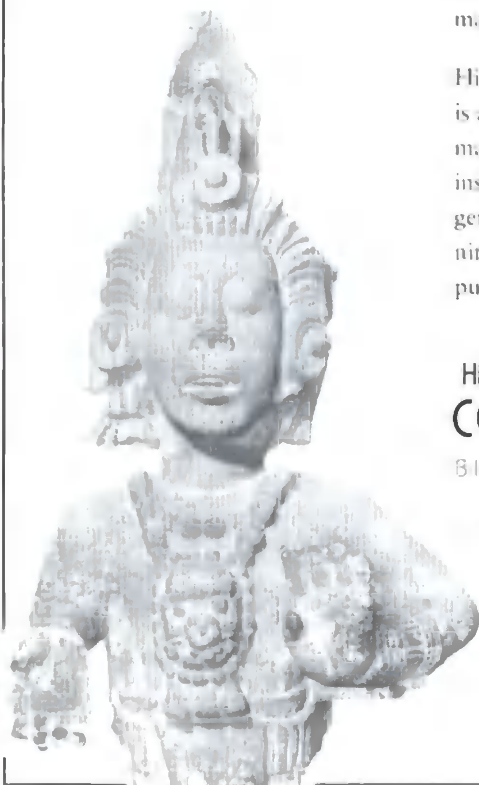
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on-site for the first two days of interviewing and critiqued each interviewer after her first few sessions.

Aversion to numbers

Creatives have long had an aversion to numbers. To overcome this negativity, quantity was traded for quality. Instead of showing the videos to 100 people and having them rate statements or give short, five-word answers, it was decided to slash sample size, but collect in-depth, meaningful answers. Interviewers were encouraged to probe extensively. Instead of doing hundreds of interviews, 90 25-minute "sessions" were conducted in which each of the three videos was reviewed by 30 people.

To understand how each concept was working and to obtain information which would be of maximum benefit to the creative team, respondents were urged "get in touch with their feelings" and describe how each commercial affected them. After all, one verbatim is worth 100 numbers.

IF YOU LIKE FRESH CHICKEN...

BUT DON'T LIKE EXCESS FAT, EXCESS SKIN OR EXCESS PIN FEATHERS,

TRY GOLD'N PUMP CHICKEN INSTEAD.

GOLD'N PUMP COMES ALREADY TRIMMED AND CLEANED

SO THERE'S NO EXTRA WORK

THE CHOICE IS UP TO YOU.

GOLD'N PUMP MORE CHICKEN LESS WORK

Videotapes of copywriters explaining the rough sketches (such as the one above) were shown to respondents to determine which execution was most effective.

In-depth verbatims had been used at our agency to impact creative de-

velopment for some time and had always been very helpful. Somewhere along the line, we had begun to take photographs of the respondents. When presenting the research results to the creatives, these photographs would be shown to them with the explanation, "These are the people that we talked to, these are the people who you are going to be writing to."

At the same time, we doubted the interviewers were capturing everything the respondents said exactly as they said it. Further validation studies demonstrated that interviewers often missed at least 50% of what the respondents said. No interviewer can write as fast as a person can speak. Furthermore, even if an interviewer could write that fast, the interviewer could never capture the emotion of what the respondent was saying.

Since videotaping had worked so well at the front end, we decided to try it at the "back end." A video camera was set up at the field service and about one-half of the interviews were taped. The interviewers still collected the data, feverishly writing down all that was said, but behind them a video camera also recorded the interview. Afterwards, a three-star rating system was used to evaluate each interview. This rating system wasn't used to indicate how much respondents liked the executions, but rather to show how articulate, imaginative and thoughtful they were. Now, there were numbers, verbatims and a video record of respondents talking about the three creative concepts.

In-depth analysis

When the interviewing was completed, the agency's research department coded and tabulated all questionnaires. Concerns about the objectivity of an ad agency evaluating its



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own creative were mitigated by the first-hand understanding and intimate knowledge the agency had of the project.

Initially, the closed-ended numerical ratings for each of the three concepts were very similar. Purchase intent and attribute ratings were amazingly identical. That's why the in-

open-ended executional and message elements across each concept. Again, they were very similar for each of the three concepts. However, what really separated each of the concepts were the secondary messages that had been generated from each concept via the in-depth probing.

As expected, in response to all of the concepts, respondents talked about how "thoroughly cleaned" meant that Gold'n Plump had the "excess fat removed," "no pinfeathers" and was

"already trimmed." However, in-depth probing uncovered that one concept had also communicated to twice as many people that "thoroughly

In-depth verbatims had been used at our agency to impact creative development for some time and had always been very helpful. Somewhere along the line, we had begun to take photographs of the respondents. When presenting the research results to the creatives, these photographs would be shown to them with the explanation, "These are the people that we talked to, these are the people who you are going to be writing to."

depth probing became so essential.

With one person coding and tabulating the results, a common basis of comparison was established. It was simple to compare the strength of the



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cleaned" meant that Gold'n Plump chicken was "convenient":

"I thought it was a good presentation. It made you think about the

chicken you bought in the past and how much cleaning and preparation it took and compare it to the Gold'n Plump Chicken. This is more convenient to fix."

The in-depth probing during the interview "sessions" also revealed that this particular concept — in which a hungry fox chooses a package of Gold'n Plump Chicken over a live hen standing next to him — was communicating that Gold'n Plump was "Fresh — Good as live chicken." When the concept was conceived, nobody had ever imagined that this message would be communicated:

"The fox is hungry, sees a live chicken. It appears he will eat the chicken. Then the hand reaches in with Gold'n Plump chicken. This causes the fox to decide what chicken he wants. He decides he wants the chicken that is already cleaned up. 'Gold'n Plump — it's as fresh as live chicken.'"

Finally, from this one execution, many more consumers took away the idea that Gold'n Plump chicken was also healthier. Again, this was not one of the messages that was originally intended to be communicated (in fact, it was never even imagined):

"It is hassle-free. It saves you lots of effort and you don't have to worry about a lot of waste. It's convenient. It's fresher, therefore it's healthier. A fox, being a clever animal, knows a good deal when he sees one."

Actionable results

When the numbers were tabulated and the verbatims were typed, the results were presented to Gold'n Plump and the creative team. All were shown clips of respondents defining exactly how each of the three concepts defined to what extent Gold'n Plump was the "thoroughly cleaned chicken." The written report contained over three times as many pages of verbatims as written tables.

The television commercial, "Fox and Hen," was produced and ran in several markets last fall. However, in addition to the television commercial, a totally integrated marketing



campaign was born, as magazine ads, in-store posters and even outdoor boards were produced, demonstrating Gold'n Plump's unique selling proposition.

Follow-up telephone tracking revealed a significant increase in advertising awareness for Gold'n Plump Chicken. More importantly, despite the fact that the television campaign ran only three months, attributes scores of Gold'n Plump's competitors actually declined.

Follow-up telephone tracking revealed a significant increase in advertising awareness for Gold'n Plump Chicken. More importantly, despite the fact that the television campaign ran only three months, attributes scores of Gold'n Plump's competitors actually declined.

A lot of research time and effort went into the project, but the on-site monitoring of data collection and hands-on involvement during data analysis identified which commercial performed at a superior level. The results prove that you can stretch your research dollars and still do great work. □

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Review of focus groups

continued from p. 10

concept, advertising claim or prototype for their product or service. The developmental focus group is tailored for that process.

Developmental focus groups expose group members to some kind of stimulus and ask for in-depth reactions. The stimulus can be almost anything: commercials, print ads, concept statements, products, new TV shows, packaging alternatives, electronic equipment or hospital furniture.

Appropriate techniques for focus group types

These different groups call for different approaches and interviewing techniques within the open-ended context of qualitative research.

- The motivational type leans more heavily towards an unstructured approach, opening with the broadest salient discussion, then allowing participants to guide the discussion. Verbal and non-verbal projective techniques are often used, including role playing, drawing games, photo sorts, mental imaging and personification.

- The see-hear-feel type tends to a more structured approach: the questioning techniques, while still open-ended, are more apt to guide potential responses in a particular direction.

- The developmental type is usually the most structured of the three approaches, using a mix of alternative questioning techniques regarding the stimuli. These could include observations of reactions, direct questions and closed-end preferences as well as the more traditional open-ended questions and projective techniques.

Designing a focus group project

Besides the research objectives discussed above, market conditions also play a role when choosing the overall design of a research project that uses focus groups.

The questions below can help decide who to interview, in what cities, number of groups needed and the length and composition of the groups (Should we mix men and women?

Income groups? Users of different brands? etc.)

- What other categories fill the same consumer need? What is their relative market size in dollars and consumers?

- Is the category and/or brand in development, new, growing, mature or declining?

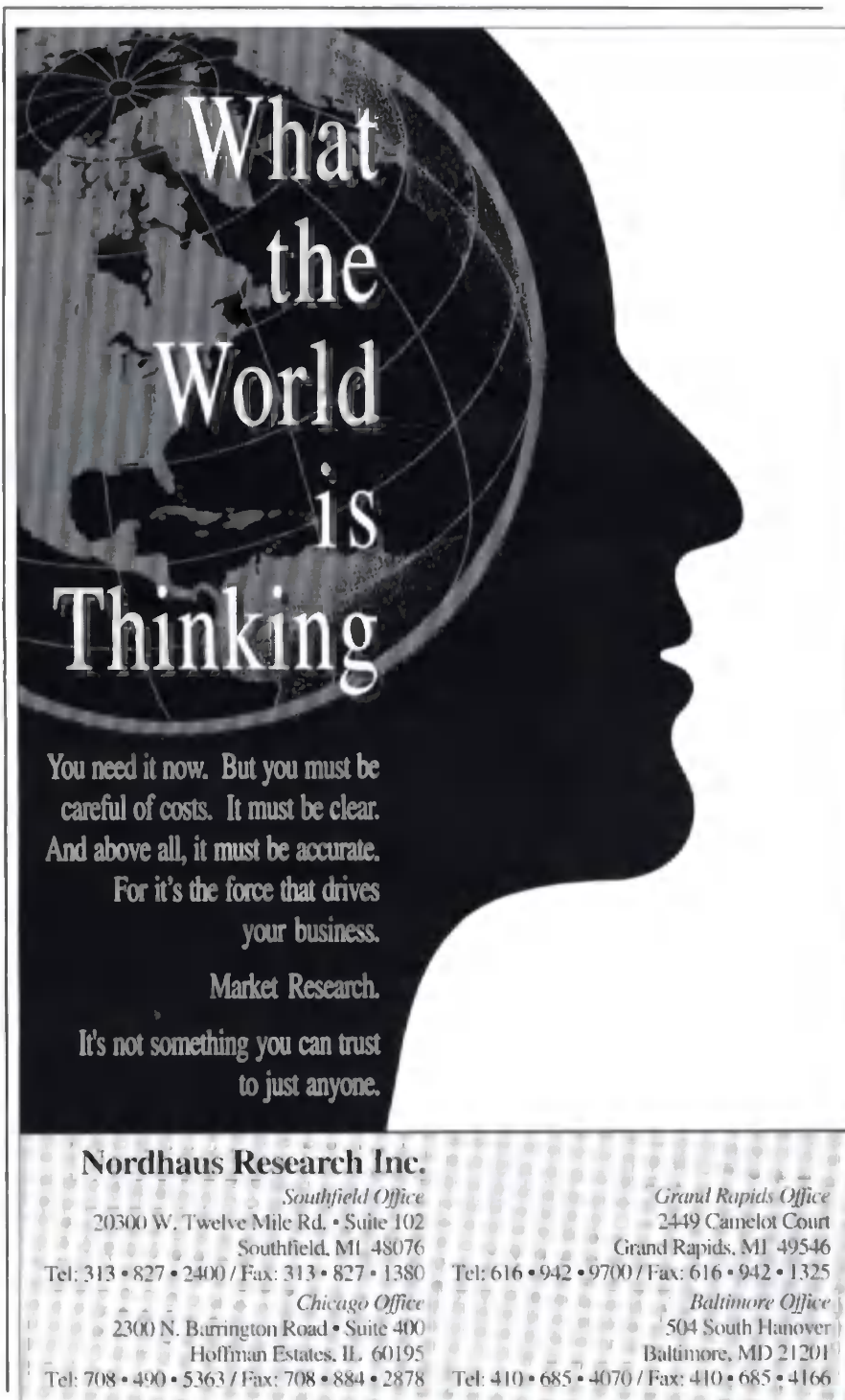
- How many brands are there? What are they and what are their respective shares of volume and consumers?

- What are the relative brand spend-

ing levels? Are the brands national or regional?

- What is the definition of the primary user group? Who is the primary purchaser? Is the market heavily segmented? How?

Focus groups launched from this knowledge will reveal the nature of the opportunity for the brand and the challenges it will face in the marketplace. Findings from these groups will be on target, containing new ideas instead of confirming the familiar. □



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World Cup soccer

continued from p. 9

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"Brand Keys tells you exactly which buttons to push, and you can measure how well you've pushed a certain button," Levy says. "If I'm trying to get someone to react to a certain attribute of a product or service, I can create my advertising in that direction and test to see if I've actually done it.

"It's also helpful because when you push one button you've often hurt another and you can see very precisely where if you improve one area you affect others. Most often you end up trying to change or improve upon perception and the one thing you're hurting is core brand equity, which you never want to do."

In the Brand Keys scheme, consumers have predispositions or feelings towards the products and brands in the marketplace. These are called locks. At the same time, each brand or product has a set of attributes or keys. Brand Keys aims to define those attributes, using projective techniques in which consumers answer standardized questions.

For example, respondents are asked how they would feel or act if they were a certain brand. "If you were Brand X would you tend to plan things in advance or tend to do things on the spur of the moment?" Or, "If you were Brand X would you have a big

crowd of friends or have a few close friends?" Respondents also answer these questions as if they were their ideal brand.

Through these questions the technique helps determine what consumers are willing to believe about a brand or product and how that brand or product compares to the consumer's ideal brand. Responses are grouped into two dimensions, attitudinal and behavioral, with each consisting of two sets of opposing attributes, outer directed/inner directed, deductive / intuitive, careful/casual, rational/emotional.

Since scores are generated for the brand(s) in question and the respondent's ideal brand, advertisers can test ads to determine how well they fit into the target audience's "locks."

In addition, the technique can guide the creative process, says Robert Passikoff, creator the Brand Keys technique and president of Brand Keys, New York City. "These dimensions, when given to agency creatives, offer them horizons — rather than boundaries — to think about when developing ads."

Passikoff says the technique arose out of his experience as an ad agency research director and doing promotion research years ago at Cato Johnson/Y&R.

"In researching promotions, you were looking for some consumer behavior in the marketplace on a very short-term basis. Advertising was always an attitudinal thing where you had, at least in years past, the luxury of waiting it out and seeing what happened in the marketplace. But in promotion research, if you were going to use a certain measure, and take the consumer's pulse, you wanted something that would correlate highly to a real sale.

"When I worked as an agency research director, it got tougher and tougher to provide the creatives with real insights. There was a need for something that would provide some consumer direction that was different than what we had."

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New product

For the World Cup ad campaign research, the product was almost approached as if it were a new product, because for many Americans, that's what professional soccer is. Passikoff says. "The campaign was not only introducing the World Cup to the U.S. but it was also an umbrella for the sponsors and the research gave Dentsu an understanding of each one of the sponsors and how they best fit under a World Cup umbrella. We were able to find out not only what people believed about World Cup soccer but what they were *willing* to believe and I think ultimately that's the most important thing."

It's important, for example, because while it's true that the World Cup is bigger than the Super Bowl, it would be foolish to make those claims in an ad if no one would believe you.

In addition, says Richard Levy, "Brand Keys helped us determine which approaches would fit with certain companies. That was important with 11 international sponsors and eight worldwide marketing partners. We found going in that there were certain companies that consumers had no trouble believing would sponsor an event like the World Cup. For some of the other companies, people had a hard time thinking of them as a worldwide corporate sponsor of an event of this magnitude.

"Brand Keys gave us the opportunity to recommend to certain companies, that if they wanted to do World Cup specific tie-ins, certain kinds would be more appropriate. For Canon, for example, the research showed it would be more appropriate to do a 'rules of the game' tie-in. For Coke it would be a 'world wide event' tie-in."

Education needed

For the World Cup ad research, interviews were conducted in six census regions, using central location intercepts, with three segments: general consumers aged 16-49, soccer enthusiasts, and a business segment. "We had a feeling going in that people

knew what the World Cup was, but we thought there would be more excitement about it coming to the United States than there was," Levy says. "We found that we had to do much more education about the event. There was a need to understand rules and regulations, how the game is played. There was also a need to tell an American audience about the magnitude of the event, that it was as big as 12 Super Bowls, without specifically comparing it to other sports."

The ad with the football player was meant to differentiate football as we define it from the way the rest of the world defines it. "We found that there was some confusion between what's called football in the rest of the world and what's called football here. We needed to show them that it's just as exciting as U.S. football. That's something that we probably would not have done without Brand Keys.

"The ad that shows Neil Armstrong on the moon talks about the magnitude of the event, that it's a once in a lifetime happening. That, too, is an ad that we may not have created if it wasn't for Brand Keys. We tested two executions to see if there were differences between the two, the *American Gothic* ad and the man on the moon ad. They both did well in communicating the size of the event, the fact that it's coming to the United States, and that it's being brought to you by these companies."

More information, better work

Levy says that the research filled a great informational need. "In creative, the more tools you have, and the more information you have access to, the better the work. To get great work you have to pore over it until it becomes a good piece of creative. You have to do your homework and research is a big part of that.

"The fact that the work was well received and that millions of tickets were sold has very much to do with not only the creative product but the thinking and the research that went into it. It was an impossible task and we pulled it off." □

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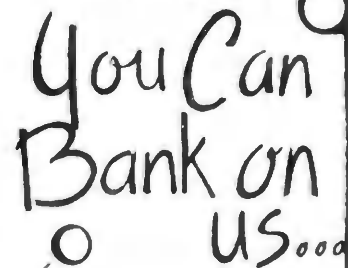
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Corrections

The article "From the Publisher" in the January 1994 issue of *QMRR* incorrectly stated that James Dettore and Robin Niecko had worked together on the naming of Zantac for Glaxo Inc. Dettore and Niecko have worked with Glaxo Inc. but were not involved in the naming of Zantac.

Trade Talk

continued from p. 62

refusals that day. They were glad to be talking to people, to have somebody to share it with. It was hard to keep them focused on the interview!"

Brook reports similar experiences in recruiting in the days after January's quake. "People were very kind and polite for the first week [when they were called for recruiting]. I think people were just glad to be alive. And then after that it was back to the same struggle!"

Misperceptions

Even the firms that weren't close to the quake have felt its effects. Sue Amidei, CEO of Ask Southern California, a research firm located Garden Grove — which is half way between L.A. and San Diego in Orange County — says that area businesses have been hurt by misperceptions of the scope of the disaster. "The media coverage has out of town clients frightened about coming west of the Mississippi," she says.

In addition, the geography of the L.A. area isn't well-understood by people in other parts of the country. People don't realize that while some parts of L.A. were damaged, L.A. as a whole is huge and many areas sustained minimal damage. "When you see the footage on the news it makes you think the whole area has been affected," says Ryan Reasor, president of the Question Shop, which is also located in Orange County.

Mary Rife can sympathize. She's president of Miami-based Rife Market Research, and she faced similar perceptions when Hurricane Andrew decimated parts of Florida in 1992. "Clients thought that the whole area was damaged and they felt that respondents wouldn't be in the frame of mind for research," she says.

Neither was true. The only real problem was that area hotels were jammed with displaced residents, insurance adjusters and government officials, which made it difficult for clients visiting to observe groups.

Good things

Some good things have come out of the quake. For one, it helped Francine Cafarchia land a job. Cafarchia, a new focus group facility manager with L.A.-based Marketing Matrix, was hired after her predecessor moved out of the area as a result of the quake. "Their apartment was condemned and so they decided to move. It was a life decision that the quake shook them to make," Cafarchia says. Commuting is difficult, but she's glad to have the job.

Cafarchia says that traffic problems have been the most frequent concern of clients who have called after the quake. Fortunately, traffic hasn't been the nightmare it was expected to be.

True, recruiters have to remind respondents to allow extra time, and some re-routing has been necessary, but those are minor concerns. "People out here pride themselves on knowing the best routes. They're pretty resourceful," says Tony Blass, president of Field Dynamics, Encino.

Blass admits to feeling a bit rattled

and says his company, which is about 10 miles south of epicenter, lost some work but is "very much back on track." He's made phone calls to some clients and traveled to visit others to touch base. "It was nice to get out of town," he says.

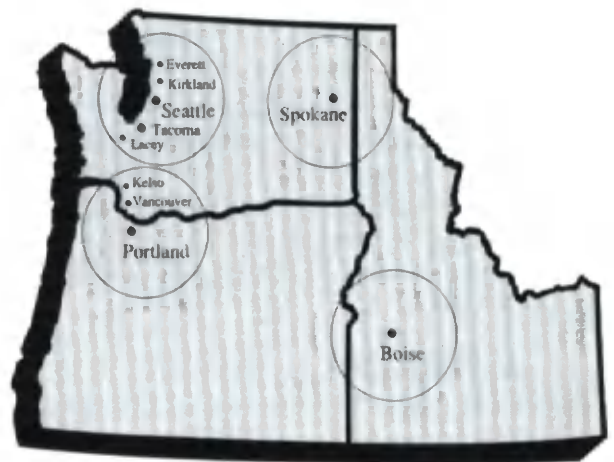
He, too, reports little difficulty doing research after the quake. In fact, just the opposite: "We had respondents who were bitterly disappointed about groups that were cancelled because of it. In some ways, respondents have wanted to get back to normal. We did groups the next week, and other than a little conversation at the beginning, the moderator said the topic didn't come up in the groups."

Blass says that on a personal level, the disaster has helped him focus on the values that are important to him. And he's been pleased by the response of local businesspeople. "My phone has been ringing off the hook with people calling to help. The marketing community out here has responded by really pulling together." □

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Trade Talk

By Joseph Rydholm/QMRR editor

Researchers: It's business as usual in the wake of the quake

With damage estimates in the tens of billions, it will be years before the Los Angeles area fully recovers from the devastating earthquake that rocked residents from their beds on January 17th. And as if buckled roadways and burst water mains weren't bad enough, in the weeks after the temblor L.A. has had to deal with a host of other ills, including mudslides, valley fever and regular aftershocks.

But despite the adversity, there's research being done in L.A. Just ask Ethel Brook: "We take fire, floods, earthquakes, and we take riots. We're marketing researchers so we're in it to the end," says Brook, president of Southern California Interviewing Service, a research firm with facilities in Encino and Burbank.

She is one of a handful of researchers I contacted in late February to find out how L.A.-area research firms were doing in the wake of the quake. The consensus? Things are pretty much back to normal. "We've had a number of aftershocks but unless it's a 4.0 or better we don't question it," Brook says.

First week was awful

Everyone I spoke with agreed that the week after the earthquake was awful, but things settled down after that. No one sustained major damage. "The first week saw some cancellations. But now we're slowly convincing the public and the agencies and the market researchers that we're in full operation and we have been since the second week," Brook says.

To get the word out, she, like most of the folks I talked to, phoned and faxed clients to let them know they were open for business.

Ted Heiman, owner of Ted Heiman and Associates, has offices in Woodland Hills, just a few miles from the

quake's Northridge area epicenter. The worst problem in the days after the quake was traffic, he says, which made it tough for employees to get to work. He hasn't seen a drop off in business and in fact says some sympathetic clients have given him extensions to complete jobs.

Fallen lights

Hardest hit were the firms with offices in malls near the epicenter. Susan Wisniewski, assistant manager, Suburban Associates, says their offices in the Sherman Oaks Galleria, about eight miles from the epicenter, sustained some damage — fallen lights and ceiling panels, tipped filing cabinets, etc. — but it's been repaired.

Now they're just waiting for the mall to get back on its feet. Though the anchors are still rebuilding, most of the smaller stores are open and the mall owners are advertising to welcome shoppers back. And they've responded. Wisniewski says though the mall is less busy during the week — probably because people are at home waiting for contractors and insurance adjusters — on the weekends it's crowded.

Wisniewski, whose house is only a mile and a half from the epicenter, says she expects that in the coming weeks it will be even busier as people like her head out to replace items damaged by the quake. Going to the mall is another facet of the "normal" life that people seem anxious to return to, she says.

She learned that in 1987 after another early morning quake. She made her way into work because she knew that despite the rumbling, people would be out shopping. Sure enough, they were and they were more willing than ever to participate in a research project. "People didn't want to be alone, so they came to the mall. We had no qualified

continued on p. 61

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Director of Market Research, Faultless Starch Bon Ami
- Fantastic - I finally understand the stuff that good college professors could not explain if their lives depended on it. Great manual. Speaker is really great - I have learned more from him in 2 days than I did in 2 years in grad school!
Market Administrator, GTE Directories
- If the wealth of information, knowledge and understanding I walked away with could be converted to money I would be a millionaire from hereafter. I was never more impressed with an instructor and a seminar as I was with this Workbook like none I have ever been exposed to - somewhat similar to the Encyclopaedia Britannica. Speaker dynamic, exciting, brilliant, showed tremendous interest in the subject as well as each participant.
Project Coordinator, General Foods
- Super - best 2 day seminar I've ever had. Totally targeted. Best workbook I've seen in terms of walking away with a great memory jogger. Super speaker.
Manager, ICI Pharmaceuticals
- I have listed more than 30 ideas for immediate implementation at my company. Outstanding speaker - expert, enthusiastic, as good a listener as he is a teacher.
Manager, Consumer Research, Heinz
- Fantastic and on track! The manual will be a great addition to our reference library! Priceless! So well laid out. Speaker excellent, interesting - on track.
Product Researcher, Midmark Corporation
- The best seminar I've attended. Outstanding association of statistics to marketing research problems. Linked statistical background of MBA to study concerns I face everyday. (The speaker) explains statistics and methods better in 2 days than most professors have done in a semester of undergrad and grad work.
Business Research Analyst, Dow Chemical
- Fantastic! Even though I have an M.S. in stats I have never had such a clear picture of how to apply stat techniques before. Wonderful examples to explain the theories, ideas, philosophies - superb (speaker)! Helped to motivate me to expand my use of different techniques and explore more possibilities.
Marketing Research Analyst, Consumer Power Company
- "Intensive" is an understatement. But, I sure feel I got my money's worth. I got everything I came for, and more. Incredibly helpful and useful information. Terrific workbook. Unique instructor - someone who can "do" and "teach". Wonderfully enthusiastic.
Principal, CreBive Focus
- Incredible - better than I expected. "Biggest Bang for the Buck" of any seminar I've ever attended. Fantastic.
Marketing Research Analyst, Dupuy

The Burke Institute

Partial Schedule of Burke™ Seminars Through December 1994

001. Practical Marketing Research New York Jan. 8-5 Boca Raton Jan. 11-Feb. 2 Cincinnati Feb. 28-Mar. 2 Boston Mar. 28-30 Toronto Apr. 18-20 Chicago May 16-19 Cincinnati June 6-8 Atlanta June 27-29 Cincinnati Aug. 1-3 New York Aug. 29-31 Cincinnati Sept. 19-21 Detroit Oct. 10-12 Toronto Oct. 31-Nov. 2 New Orleans Nov. 21-23 San Antonio Dec. 13-14	501. Applications of Marketing Research Cincinnati Mar. 7-9 Chicago May 19-20 Atlanta June 28-July 1 Cincinnati Aug. 4-5 Detroit Oct. 13-14 San Antonio Oct. 15-16
104. Questionnaire Construction Workshop New York Jan. 24-26 Cincinnati Mar. 7-9 Boston Apr. 6-8 Cincinnati May 7-8 Toronto June 28-22 Cincinnati Aug. 9-10 New York Sept. 12-14 Boca Raton Nov. 14-16	502. Product Research Cincinnati Jan. 23-25 Cincinnati June 2-4 Chicago Sept. 8-9
105. Questionnaire Design New York Jan. 27-28 Cincinnati Mar. 10-11 Boston Apr. 7-8 Cincinnati May 5-6 Toronto June 23-24 Cincinnati Aug. 11-12 New York Sept. 15-16 Boca Raton Nov. 17-18	504. Advertising Research Cincinnati Feb. 17-18 New York Apr. 28-29 Cincinnati July 28-29 Cincinnati Oct. 27-28
201. Focus Groups Boston Feb. 24-25 Toronto Apr. 21-22 Atlanta July 21-22 Chicago October 20-21	505. Segmentation and Positioning Research Cincinnati Feb. 17-18 New York Apr. 26-27 Cincinnati July 26-27 Cincinnati Oct. 25-26
202. Focus Group Moderator Training Cincinnati Jan. 18-21 Cincinnati Mar. 15-18 Cincinnati May 10-13 Cincinnati June 14-17 Cincinnati July 11-15 Cincinnati Aug. 15-19 Cincinnati Oct. 3-7 Cincinnati Dec. 5-9	506. Customer Satisfaction Research Boca Raton Feb. 3-4 New York May 26-27 New York Sept. 1-2 Toronto Nov. 3-4
203. Focus Group Applications Cincinnati Dec. 12-14	601. Translating Data into Actionable Information Boston Mar. 31-Apr. 1 Cincinnati June 6-10 Cincinnati Sept. 22-23 Cincinnati Dec. 19-20
204. Qualitative Research Reports Cincinnati Dec. 15-16	602. Tools and Techniques of Data Analysis Boston Jan. 18-21 Cincinnati Mar. 15-18 Cincinnati May 10-13 New York July 19-22 Cincinnati Aug. 16-19 Chicago Oct. 18-21 Cincinnati Dec. 6-9
301. Communicating Marketing Research Boston Feb. 7-9 Cincinnati Mar. 21-23 New York May 23-25 Cincinnati Aug. 22-24 Boca Raton Sept. 27-29 Boston Nov. 7-9	603. Practical Multivariate Analysis New York Jan. 10-12 Boston Feb. 21-23 Cincinnati Apr. 11-13 Cincinnati July 5-8 San Francisco Sept. 22-24 Cincinnati Nov. 29-Dec. 1
401. Managing Marketing Research Boston Feb. 10-11 Cincinnati March 22-25 Cincinnati Aug. 25-26 Boston Nov. 10-11	701. International Marketing Research Cincinnati Apr. 14-15 New York July 18-19 Cincinnati Oct. 10-11
	702. Business to Business Marketing Research Cincinnati July 25-25 New York July 17-18 Four-Week Certificate of Achievement Program Cincinnati Feb. 28-Mar. 25 Cincinnati Aug. 1-26 2-Week Certificate of Proficiency in Qualitative Research Program Cincinnati Dec. 7-16

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