



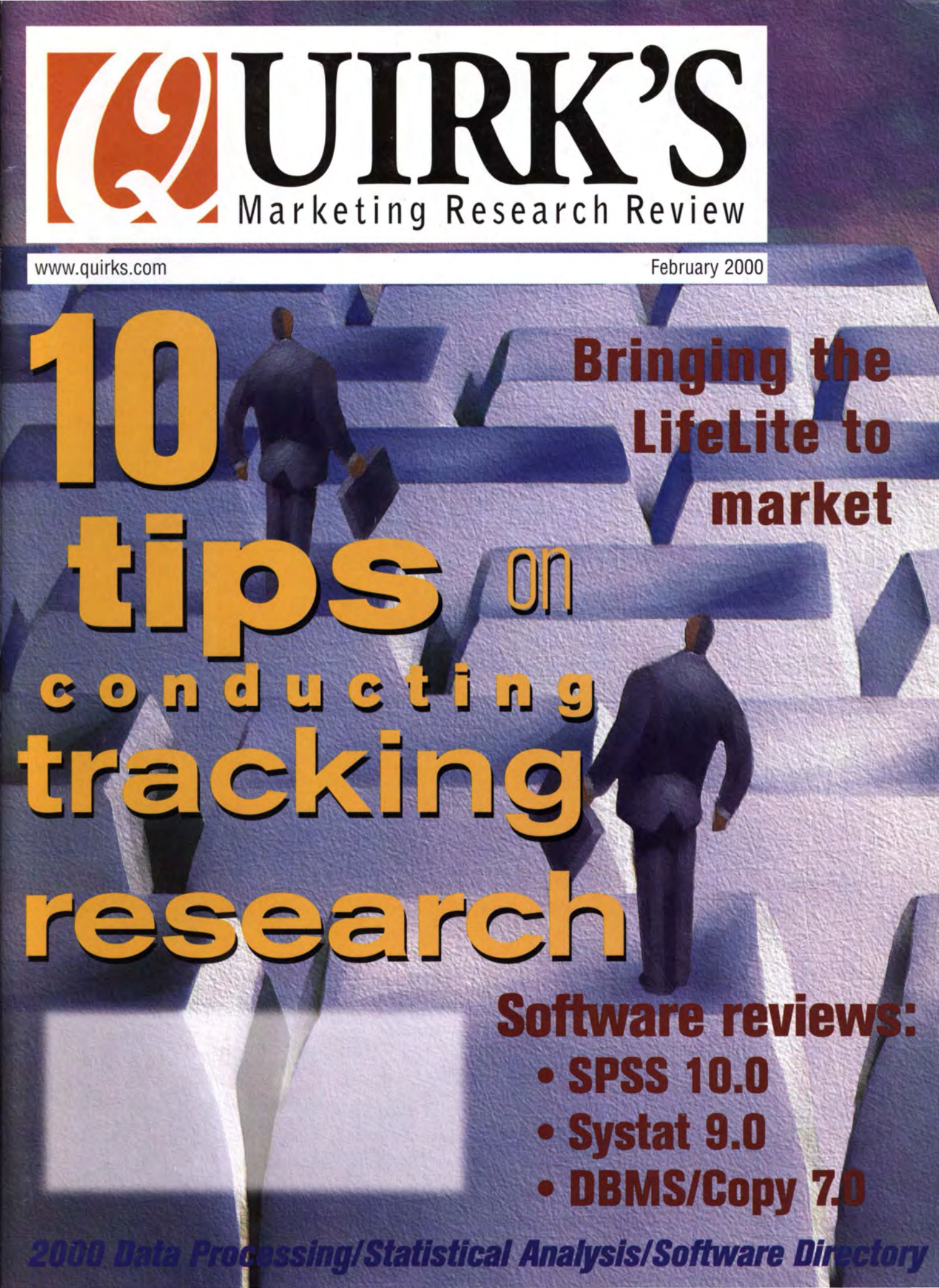
QUIRK'S

Marketing Research Review

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February 2000

10 tips on conducting tracking research



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2000 Data Processing/Statistical Analysis/Software Directory

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Marketing Research Review

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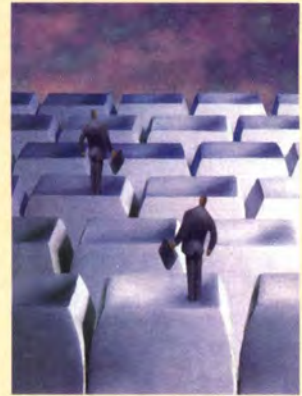
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Most moms want better cooking skills

Is cooking an act of drudgery or does it provide food for the soul? The results of a recent Corningware national survey indicate that the more you know about cooking, the more personal fulfillment it offers. The survey results help explain why the new breed of kitchenware stores are targeting consumers in search of more than just pots and pans by offering a full schedule of classes and demonstrations.



“Our survey, which targeted moms between 18 and 49 with one or more

What would you call the new decade?

James Bond, Agent 007, would be proud. According to a survey conducted by ICR Survey Research, Media, Pa., for Ogilvy Public Relations, 20.4 percent of Americans surveyed believe the first decade of the new millennium should be referred to as “The Double O’s.” The poll involved a phone survey of a sample of 318 people from December 21 through December 28. “The 2 K’s” was a close second at 19.8 percent, a statistical dead heat.



Another name that fared well was “The Double Zeros,” with 15.1 percent. Less popular choices included “The Zeros” at 7.7 percent, “The Naughts,” with 5.5 percent and “The Double Zs,” with 3.7 percent. The worst performer was “The Z’s,” with 1 percent. A significant 21.9 percent of those surveyed don’t really know what to call the next decade.

children aged 12 or younger, indicates that they have a great desire to improve their cooking skills and cook from scratch more often,” says Lynne Recktenwald, vice president-marketing,

Corning Consumer Products Co., Inc., Elmira, N.Y. “And the data provides an undeniable link between cooking skill

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Consumers say no to Internet tax

According to Los Angeles-based BizRate.com, an e-commerce rating site and marketing research firm, nearly 60 percent of consumers would make fewer purchases if they had to pay a sales tax on all Internet purchases.



The Flash Survey compiled feedback from nearly 17,000 on-line buyers at the point-of-sale as part of a partnership between BizRate.com and the Association for Interactive Media (AIM). The survey is the third in a series of taxation studies to gauge consumer buying behavior and awareness surrounding on-line Internet tax policy development.

The tax/tariffs issue would have a greater negative impact on foreign merchants, according to the survey. Thirty percent of consumers said they would never buy from an on-line foreign merchant if they had to pay tariffs on such on-line purchases. More than 50 percent of on-line buyers said they would make fewer purchases from foreign merchants.

Survey results indicate that income, age, gender and even experience with Internet shopping would be factors in how shoppers would tailor their on-line spending habits if a tax were to be imposed.

Key findings include:

- Buyers with incomes under \$20,000 are less likely to make on-line purchases if a sales tax is imposed.
- Buyers under the age of 35 (63 percent) are more likely to reduce their on-line purchases due to a sales tax than older buyers (57 percent) are.
- Men (65 percent) are more likely than women (53 percent) to make fewer purchases if faced with a sales tax.
- Experienced on-line buyers (60 percent) said they would be more likely to reduce on-line purchases due to a sales tax than first-time buyers (50 percent) would.

Other key findings:

- Only three percent of respondents said they would never buy on-line if they had to pay a domestic sales tax on all on-line purchases.
- Approximately 87 percent of on-line buyers said they do not purchase goods on-line solely to avoid a sales tax.
- Computer and entertainment product buyers will be least likely to buy on-line if a sales tax is associated with the purchase.
- Gift buyers are least likely to react adversely to an on-line sales tax.

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Names of Note

Total Research Corporation, Princeton, N.J., has named **John Ferrari** director of Internet technologies at its wholly-owned subsidiary *Blinke, Inc.*, an e-commerce firm.

Elaine Madansky has been promoted to associate manager, marketing research, at *Abbott Laboratories Diagnostics Division*, North Chicago, Ill.

Ed Guerrero has joined *Taylor Nelson Sofres Intersearch*, a Horsham, Pa., research firm, as vice president.

Christine Lopez has been named account executive at *SNAP Software*, New York.

Tessie Marks has been promoted to qualitative manager in the Atlanta

office of *Eagle Research*. At the firm's Denver office, **Michael Montoya** has been named facilities coordinator and **Rachel Webster** has been named marketing coordinator.

Patrick Johnston has joined Lincolnshire, Ill.-based *Hewitt Associates* in the firm's communications practice. He will help direct data processing and project management work in Hewitt's survey research group.

Terri L. Bunofsky, previously corporate marketing research director, *Playboy Enterprises, Inc.*, New York, has been named vice president, marketing services in the firm's publishing group.

Porchey Research, St. Louis, has pro-

moted **Chris Watkins** to senior man-



Watkins

Holcomb

ager of research and technology, and **Emily Holcomb** to research manager.

Paul Metz, former senior research manager for the Quaker Oats Company, has joined *C&R Research Services*, Chicago, as a senior research analyst.

Kim Donovan has been promoted to senior partner, strategic planning and research at the Chicago office of *Bozell*.



Donovan

Simmons

Mazda North American Operations, Irvine, Calif., has appointed **Kristen Simmons** group manager for brand strategy and communications. Her responsibilities within the company's Marketing Operations Division will include advertising, creative, media spending, relationship marketing and marketing research.

U30 Group, a Knoxville, Tenn., research firm, has named **Melissa English** director of marketing research. Also, **Susannah Iacovino** and **Laura Smith** have been named panel manager; **Katherine McFarlin** and **Theresa**

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Compusearch Micromarketing Systems and Data, Toronto, has launched DemographicsCanada.com, which provides instant access to Canadian demographic and market information. The results can be shown in report form or as thematic maps. Subscribers will be able to request a wide range of reports and maps based on census information, population and household income trend analysis, consumer spending data and other market information defined by any geographic level, including custom radii around a street address. The interactive application permits customization, including the ability to plot specific locations on a map, generate market rank-

ing reports comparing selected variables in up to 16 different geographic areas of the subscriber's choice, and incorporate the user's company logo on every report. For more information call Deepta Rachamalla at 416-348-9180 or visit demographicscanada.com.

New DIY Internet survey tool from Greenfield

Greenfield Online, Inc., Wilton, Conn., has launched QuickTake.com, a do-it-yourself Internet survey tool. Audience reach can be as small as a proprietary workgroup or as large as the Web itself. Responses from up to 1,000 individuals are automatically tabulated and returned in real time.

QuickTake is designed to provide decision makers with a fast, inexpensive way to test ideas, concepts and packaging or capture consumer/employee opinions. For more information call John Bird at 888-291-9997 or go to www.quicktake.com.

On-line vendor adds new research report sources

Internet research buyers will now have access to over 500 research reports and newsletters from 50 research publishers through AllNetResearch.com, Darien, Conn. AllNetResearch.com provides Internet market research reports and

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American Public Opinion Survey & Marketing Research Corp., Sioux Falls, S.D., is now offering a mobile focus group unit, featuring a one-way mirror, which allows focus groups to be held in virtually any city in America. For more information call Ron Van Beek at 605-338-3918.

The Nuremberg, Germany-based research firm **GfK Group** has acquired Minneapolis-based **Custom Research Inc.**

Socratic Technologies, Inc., a San Francisco research firm, has completed a merger with the German research firm **Markt & Daten, GmbH**. The result is a new U.S.-based firm named **Modalis Research Technologies, Inc.**, headquartered in San Francisco. The new company will have regional offices in Berlin, Boston, Dallas, Düsseldorf, London, and Oslo. Socratic Technologies will be known as Socratic/Modalis in North America.

SPSS Inc., Chicago, has acquired the VerbaSTAT product from Belgium-based **DataSTAT, S.A.** for approximately \$1 million cash. VerbaSTAT is a software tool for computer-aided coding of open-ended survey questions. SPSS plans to continue marketing and supporting the VerbaSTAT product.

A new partnership between **The NPD Group, Inc.**, a Port Washington, N.Y., research firm, and Norwegian software developer **Future Information Research and Management AS**



SOUTHWEST MRA CHAPTER MEETING: The Southwest Chapter of the Marketing Research Association will hold its 14th annual Las Vegas Conference from February 16-18 at the Luxor Hotel/Casino. Workshop topics include: response rates; how users use research; marketing and motivation; and a focus group that centers on how respondents view the research process. The conference is sponsored jointly by Southwest, Southern California, and Northern California/Pacific Northwest Chapters of the Marketing Research Association. For more information call Mike Exinger at 800-727-5016.

CUSTOMER SATISFACTION CONFERENCE: The American Marketing Association will hold its Customer Satisfaction & Quality Measurement Conference at the Adam's Mark Hotel in San Antonio, Texas, on February 20-22. For more information visit www.ama.org.

QUALITATIVE RESEARCH ROUNDTABLE: The Institute for International Research (IIR), New York, is sponsoring Q Search: A Top Level Roundtable for Qualitative Researchers, on February 28-29 at the Radisson Bahia Mar in Fort Lauderdale, Fla. The conference is dedicated to exploring observational, on-line and other non-traditional methods of qualitative research. For more information call 888-670-8200 or visit www.iir-ny.com.

ARF EXPO: The Advertising Research Foundation will hold its 46th Annual Convention and Research Infoplex 2000 on March 6-8 at the New York Hilton & Towers. For more information call 212-751-5656 or visit www.arfsite.org.

SENSORY EVALUATION WORKSHOP SERIES: Tragon Corporation, Redwood City, Calif., will hold a workshop series "Issues in Sensory Evaluation" throughout

the coming year. The first in the series will be Principles of Sensory Evaluation, held March 6-8 at the Sheraton Palo Alto in Palo Alto, Calif. It focuses on screening and selection of subjects, description of test procedures, consumer testing guidelines, optimization techniques, and statistical analysis and interpretation of results. For more information call 650-365-1833 or visit www.tragon.com.

SAWTOOTH TECHNOLOGIES SEMINARS: Sawtooth Technologies will hold the following seminars near the company's offices in Evanston, Ill.: conjoint analysis: theory and practice, March 6-7; introduction to the ACA System, March 8; introduction to choice-based conjoint, March 9. For more information call Sue Tavitas 847-866-0870 or visit www.sawtooth.com.

MARKET RESEARCH SOCIETY CONFERENCE: Britain's Market Research Society will hold its annual conference on March 15-17 at the Brighton Metropole, Brighton, England. For more information visit www.marketresearch.org.uk.

SAWTOOTH SOFTWARE CONFERENCE: The eighth Sawtooth Software Conference on Acquisition and Analysis of Market Research Data will be held March 21-24 at the Hyatt Regency in Hilton Head, S.C. Scheduled speakers will cover topics such as conjoint/choice analysis, Web-based interviewing and classification/segmentation algorithms. Speakers have been challenged to emphasize practical rather than theoretical topics. Prior to the general session, tutorials will be offered on market research over the Internet, Hierarchical Bayes, using SPSS and SAS software, and an introduction to CBC. For more information call Marilyn Stanford at 360-681-2300 or visit www.sawtoothsoftware.com.

(FIRM) gives NPD broad access to FIRM's Internet research software, CONFIRM. NPD will use CONFIRM to perform concept tests, attitude and usage studies, product tests, customer satisfaction surveys and other research using on-line panels.

Campbell, Calif.-based **Talk City, Inc.** has acquired **Research Connections, Inc.** (RCI), a Westfield, N.J., on-line market research firm. Talk City's Research Connections division will be directed by Amy J. Yoffie, RCI's founder and CEO. In addition to market research services, Talk City offers services for on-line event production, customized on-line community, on-line customer support, and customer service. Additionally, Talk City, Inc. manages the consumer community network, www.talkcity.com.

Market Resource Associates, Minneapolis, has licensed technology from **ActiveGroup**, Atlanta, that provides its clients with the ability to view focus groups live, via the Internet,

while the groups are conducted in the company's downtown Minneapolis facility.

New York-based research firm **Schulman, Ronca & Bucuvalas** has established a new division, SRB Interactive, which will be headed by Raymond Pettit.

Cheskin Research and Hispanic and Asian Marketing Communication Research, Inc. (H&AMCR) have completed a formal merger. The new company combines the international and intercultural research background of H&AMCR with the technology, media and product identity research and consulting background of Cheskin. Under the terms of the merger, the two companies will combine their interests. H&AMCR will merge into Cheskin, with the new company retaining the Cheskin Research name. The merged company will maintain its headquarters at Cheskin's current location in Redwood Shores, Calif., incorporat-

ing H&AMCR's adjacent offices in Belmont, Calif.

The New York-based **Interpublic Group of Companies, Inc.** has reached a definitive agreement to acquire Greenwich, Conn.-based research firm **NFO Worldwide, Inc.** Under the terms of the agreement, NFO shareholders will receive \$26.00 worth of Interpublic stock for each share of NFO stock, based on the market price of Interpublic stock at the time the transaction is closed subject to a collar which, if exceeded, provides certain rights to each of the parties. The transaction is subject to customary conditions, including the receipt of approval from NFO's stockholders and applicable regulatory approval. NFO is obligated to pay Interpublic a fee of \$25 million if the agreement is terminated under certain circumstances. Interpublic has been granted an option to purchase approximately 4.5 million NFO shares for

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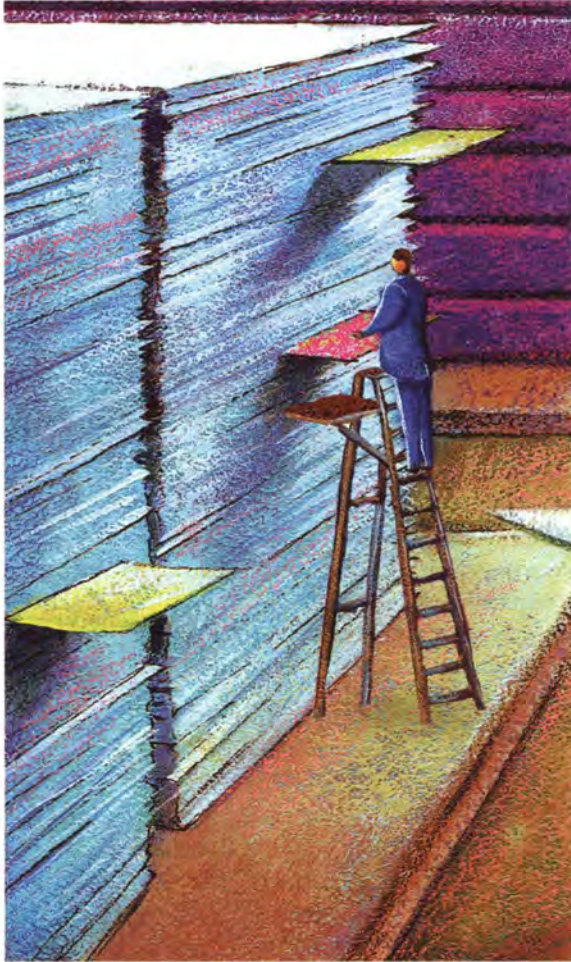


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Analytical Data mining software Data analysis extends Data warehouses its reach

*A look at the “newest latest thing”
in data analysis, with reviews of
SPSS 10.0, SYSTAT 9.0 and DBMS/COPY 7.0*

By Steven Struhl

Editor’s note: Dr. Steven Struhl is vice president and senior methodologist at Total Research, Chicago. He can be reached at SMSStruhl@aol.com. Information on SPSS and SYSTAT can be found at www.spss.com. Information on DBMS/COPY can be found at www.conceptual.com.

Our goal this time around is to extricate some relatively clear statements about data mining and related topics (including “data warehousing” and “knowledge discovery”) from the morass of factoids, non-information and simple errors swarming around these subjects. We also will talk about two new versions of software products (SPSS 10.0 and DBMS/COPY 7.0) that should provide new and useful tools that will help you in mining your data. Finally, we will

review the new SYSTAT Version 9.0, which — in spite of not having the words “data mining” stamped all over it — provides all you are likely to need for this wonderful activity.

One initial qualification is in order here. This discussion started with every intention of appearing levelheaded, rational and to the point. However, in revisiting my notes and experiences connected with data mining, just the smallest measure of sarcasm seemed to keep introducing itself, more or less unwanted. So, if you find anything here that seems needlessly unkind or bruises one of your favorite ideas, you can put that down to typographical errors or gremlins, whichever you prefer. If you find anything amusing as we review a subject that sometimes can make your feet fall asleep in sheer excitement, then that’s what we meant

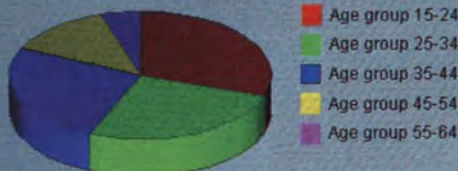
to do in the first place.

What does data mining mean?

In search of a good definition, we seemed doomed to start our discussion with a disappointment. A careful review of an extensive literature on the subject — and even more effluvia — leads to one inescapable conclusion: We can say little definitive about what data mining means, aside from the fact that we all are supposed to understand it in depth, and that we all should be able to do it immediately.

Perhaps this lack of clarity arises because data mining has attracted wide attention, going far beyond the community of the unfortunate souls who actually get their hands dirty with data. Now we see increasing interest among, and pronouncements by, several
continued on p. 52

		15-24	25-34	35-44
Total		94.00	160.00	163.00
What type of restaurants fo you eat at?	Chinese	3.00	4.00	6.00
	Fast food	13.00	19.00	19.00
	French	3.00	7.00	7.00
	Greek	10.00	13.00	23.00
	Indian	0.00	1.00	0.00
	Pizza	1.00	4.00	3.00
	Pub	9.00	8.00	15.00
	Other	8.00	9.00	22.00
What type of music do you like?	Soul/Blues	17.00	31.00	35.00
	Classical	2.00	11.00	15.00
	New Age/Ambient	9.00	27.00	30.00
	Jazz	1.00	2.00	6.00
	Pop/Chart	0.00	0.00	0.00



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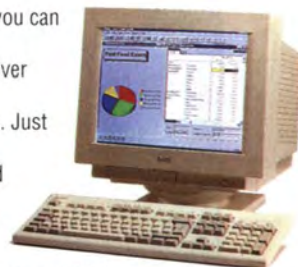
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WHEN EVERY SECOND COUNTS...

By Sandy McMillion



Research measures market for new emergency response device

Editor's note: Sandy McMillion is president of McMillion Research, Charleston, W.Va. She can be reached at 304-343-9650 or at mcmillres@aol.com.

Law enforcement and public safety personnel have long sought a means to help them identify the exact location of an emergency. Although many dispatch centers utilize enhanced 911 systems which display the caller's address, they can't, for example, show the responding emergency crews which of the houses on a crowded block is their intended destination. Darkness, bad weather, and poorly-marked structures make matters even worse.

Help may be on the way. In June 1996, an inventor and a former sheriff's deputy in Ohio approached the Office of Law Enforcement Technology Commercialization (OLETC) for assistance in marketing an emergency identification light that became known as LifeLite. Patented in 1997 as an emergency dispatcher-activated identification light, LifeLite consists of an electronic switching device and stroboscopic beacon light (installed on the front of a home, apartment or commercial building) which is clearly visible during daylight or darkness and during all weather conditions. The system plugs into an existing telephone jack. The phone lines transmit a signal to the 911 operator when the call is placed. Through this line the

911 operator throws a switch that activates the LifeLite. A transmitter in the plug-in transmits a signal to a receiver in the LifeLite unit, which turns it on or off.

Despite the LifeLite's potential, it hasn't been easy getting the product into mass production. "Technology can save lives; getting to the market is the challenge," says William Chard, OLETC's manager, support services. "There is such a need to bring technology to this market in a cost-effective manner but performing market research in the public safety arena is extremely difficult because conventional consumer product market research approaches typically do not work well. The industry is very fragmented and dispersed and has not interacted and communicated well until recently. Most manufacturers in this market are small to medium-sized companies with a diverse product base."

That's where OLETC comes in. Established by the National Institute of Justice, OLETC's role is to assist in bringing new products and services to the public safety community by facilitating the commercialization of existing and new U.S. technology and innovation. OLETC works closely with most of the national and federal laboratories, research universities, independent R&D laboratories, entrepreneurs, inventors and manufacturers to establish a national pipeline of innovative concepts and products. OLETC also consults with local law enforce-

ment to identify their needs and to insure useful products are available to them.

National study

In March 1999, OLETC teamed with Charleston, W.Va.-based McMillion Research to test the LifeLite concept in a national study with consumers. The device had been well-received by law enforcement and emergency personnel but had never been evaluated by the general public. Mall interviews were conducted in San Francisco, suburban Detroit, and in Charleston and Huntington, W.Va. The primary objectives were to:

1. Survey public interest in the concept.
2. Determine and confirm the target markets.
3. Gauge consumer marketing opinions.

LifeLite had drawn enthusiastic responses during discussions with 911 dispatch center directors, ambulance drivers, emergency medical technicians, law enforcement officers and administrators, firefighters and the National Emergency Number Association (NENA). Thus it was anticipated that minimal effort would be needed to motivate the general public to purchase the product.

Respondents were asked for their initial impression of the LifeLite. A model replica of a home was displayed with a small strobe light placed above

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10 tips on tracking research

By Martin Stolzenberg

Editor's note: Martin Stolzenberg is an independent research consultant and also senior consultant, global tracking, at Data Development Corporation, a New York research firm. He can be reached at 212-633-1100 or at mstolzenberg@datadc.com.

There are probably more dollars being expended on tracking research than anything else in the researcher's toolbox, with the exception of competitive sales data. In contemplating tracking research there are a number of elements worth considering for optimizing the program and achieving maximum value. These pertain to conceptualizing the study, choosing a vendor and the actual implementation.

1. Identifying the real purpose of the research

At the outset, your company's goals in undertaking such a program should be carefully agreed upon and delin-

eated by the intended players and end-users. This should certainly include the highest levels within MRD, marketing and perhaps such entities as strategic planners, corporate communications, R&D and the advertising agency for the brand or brands. Their needs and considerations should be determined by an internal research investigation before any RFP is sent out. At the outset make sure the goals are actionable and deliverable by any realistic standards.

2. Basic focus

Minimally, you want to ensure that the study being created is a good vehicle for tracking both advertising impact and brand imagery. Most often clients are putting their major marketing dollars against advertising. You may want to consider embellishments to the program that help track all company communications, not just advertising. This includes what we call emerging media, like Web sites and special events that the company sponsors. Increasingly, companies are

thinking in an overall communications vein and the tracker can be a primary source for evaluating the total communications package.

Also, the concept of tracking research as a scorekeeping vehicle is outmoded. For many companies there are expectations that the research will be a strategic vehicle that will help in guiding marketing planning, e.g., revamping the communications platform to make it more productive or how to spend media dollars more efficiently. Therefore, the tracking study as a device for continuously measuring brand equities should be considered as an integral part of the mission statement of the program.

3. Research scope

In order to maximize the utility of the research you may want to go beyond the borders that usually define your competitive sales data category or media buying targets. In this highly competitive and fragmented marketplace, this is a key consideration in defining the study parameters.

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Marketing people tend to think of targets in a highly defined way, e.g., those who use certain brands with particular demographics living in particular markets. You may want to include other categories that fulfill the same function or a broader demographic base than used in other research. Why? Because in using a tracking study as a strategic vehicle it is a sound approach to have the broadest representation of category users and prospects for potential target re-definition purposes. Of course, you want to capture an adequate subsample of category users and those in your key demographic set, but make allowances for a true market representation in your study. This will be critical in determining the research viability and is deserving of much thought and agonizing.

4. Continuous versus "dipstick" interviewing

Companies are finding it advantageous to use a continuous approach to tracking. There is, of course, the obvious point that it is not known what has occurred between intervals if a "dipstick" or periodic approach is used. Another is that if the interviewing conforms to peak marketing activity for your brand, it may provide a distorted or partial market picture. Your waves may not coincide with unusual activities on the part of competitors and miss important developments. The cost for continuous interviewing is not a major factor if the study is being done by telephone. A thousand telephone interviews spread over a period of time should not cost appreciably more than the same number of interviews done at a point in time.

What is vital is how results are analyzed. At the outset you may want to consider a beefed-up sample to establish a benchline and to provide some early learning for management who will invariably be anxious to see some results. After that are you going to want to report the findings monthly, quarterly, bi-annually or annually? You do not need a discrete sample for each period but can use rolling averages to take out some of the peaks and valleys and provide cost efficient

results. Often clients initially request frequent reporting. However, as the project progresses, reporting is cut back due to internal inability to report and act on the data so quickly. More time allows for minor changes to be smoothed out in the data and to confirm the marketplace is not changing so rapidly that it requires more frequent reporting.

Most often clients choose to have quarterly toplines with a full presentation twice a year. If a "dipstick" approach is deemed necessary, you may want to consider treating the research as a more in-depth, strategic study that is only done once every several years.

5. Criteria for choosing a research firm for your tracking study

Do not go too wide; you do not want to contact half of the *Quirk's* Researcher SourceBook for such an undertaking. Probably, three to five firms should be contacted because you are going to ask them to do a good deal of work in preparing their proposals. Perhaps you will want to use a checklist in reviewing their proposals and capabilities. You may want to have a committee review the proposals and ask one or two finalists to give a presentation.

A good place to start is the reputation of the company. Do they have a history of doing such projects? Are they large enough? Will such a project overwhelm their capabilities? Can you check their references for tracking work? Who is going to service the business? Do you feel comfortable with this person's/company's style? What do their tracking presentations and reports look like? Have you seen the team leader present? Is there a chance that the study may be used internationally and does the company have global capabilities for tracking?

What is their philosophy and approach to tracking? Are they adaptable? Is their proposal geared toward your RFP issues or is it a boilerplate of their basic approach? What enhancements do they offer? What kinds of creativity do they demonstrate in their approach?

Cost is always a factor. If there is a

wide variation between competitors, try to understand what you are getting for your money. The key issue is not price but value. If there is a firm that you want to award the study to and there are pricing problems, seek out creative solutions like "raising the bridge or lowering the water." Do not let price be too large a determinant, as most firms of a similar size have comparable cost structures. Lowball pricing could come back to haunt you in the form of less servicing and additional costs for small requests.

6. Interviewing mode

All things considered, telephone interviewing is a more desirable vehicle for tracking research in most situations. However, circumstances can dictate the need for door-to-door work. Telephone provides better field controls, a more rigorous and dispersed sample and more efficient data handling. However, there are considerable tracking studies being done on a door-to-door basis. This can be because of brand line extensions that require pantry checks or showing visual stimuli to clarify brand identification or the necessity to show some kind of visual advertising stimuli. Some clients may also require long interviews that are not appropriate via telephone. If your study is going in the direction of personal interviewing, be sure that the sample is a representative one. Mall interviewing will not work for a descriptive market study and cannot provide results that inspire confidence that a meaningful market picture is being portrayed.

7. The questionnaire

Telephone tracking interviews should not be longer than 20 minutes and personal ones 30 minutes. Try to consciously limit the length of the questionnaire. This is not intended to be a full-blown A&U. There will, undoubtedly, be some communications measures, an awareness and usage grid, an overall brand assessment, brand imagery, category usage and demographic profile. Invariably, you will need some room for timely topical issues that come up. There are creative ways to ask questions and to



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do question rotations to yield the most information in a succinct fashion. The research company should carefully mold the questionnaire with this in mind. A small-scale pilot test is essential to ensure that the interviewing vehicle and in-going assumptions about incidence and brand penetration are being met.

8. Preliminary analytic plan

Have a preliminary analytic plan developed before the questionnaire is

finalized. This will show how each of the pieces fits into the report mosaic and reveal the presence of "so what" questions, redundancies and key omissions.

9. Mining the data

Think of your tracking study as a database that can be continuously used for evaluation and planning purposes. This makes it important that both client and research company have easy access to updated informa-


tion. This will probably call for some kind of delivery system. Even if you do not want to be bothered, the research company account service staff should be able to easily access the file and to speedily have updated information for you.

Collateral market information, e.g., competitive sales data, advertising and promotional expenditures, etc., can be valuable assets for analytic and planning purposes. You should consider working with your research vendor to use marketing models to determine how to optimally expend advertising dollars or to set marketing goals that are derived from the tracking research and related market information.

10. Dress rehearsal

The first presentation of the tracking data will be a crucial opening scene in creating acceptance of the tracking vehicle within the company. It is, therefore, prudent to allow for an adequate period of time to ensure that the initial report has been prepared in a way that deals with the key issues, presents the data in a favorable format and has credible findings. Have your research vendor prepare "dummy" charts so you can feel comfortable with the organization, look and feel of the report. Attractive graphics will help get the message across and convey large amounts of information meaningfully.

Key element is planning

Looking at all of the key points in this article, it is apparent that the key element is planning. Large tracking undertakings require considerable up-front work to achieve maximum results. But that is not enough. At least once a year step back from your study. Take a fresh look at it to determine if it is achieving your objectives. What changes should be made? What can be eliminated and what should be added? Maintain the study visibility. Add a test market in one of your areas and use the tracking study to evaluate the progress. The planning at the beginning and the planning that emanates from continual reappraisal can keep your tracking research on track. 

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Why market research is a waste of money

*(and what
you can
do about it)*

By Dick McCullough

Editor's note: Dick McCullough is president of Macro Consulting, Inc., a Palo Alto, Calif., research firm. He can be reached at 650-812-7550 or at dick@macroinc.com.

Market research is not only a waste of money, it is also a waste of time and human resources. Market research causes product launch dates to slip and new product champions to have ulcers. It makes entire organizations tentative, indecisive. It inspired the phrase "analysis paralysis." And that's the good news.

The bad news is that every dollar spent on market research comes straight off the bottom line, dimin-

ishing both profits and performance-based bonuses along the way. Ouch.

So, what are you going to do? There are only two choices:

1. Stop doing market research.
2. Start doing it right.

Now, to quit doing market research altogether is a lot like shutting your eyes because you don't like what you see. It solves one problem but creates a bigger one. Why not turn your eyes in another direction? (That's analogous to doing market research right, for the metaphorically-challenged among us.)

Market research, just like business in general, is a team sport. There are players, rules and ways to keep score. When each player on the market

research team knows his or her role and does it, the team is highly likely to earn their outrageously high salaries. (OK, so the sports analogy breaks down here, I admit, but hang with me. This is important.)

Who should be on the market research team? There are four main players, although seldom do all four suit up for the game:

1. Internal researcher
2. Internal client
3. Vendor
4. Company president

The internal researcher is the key to everyone else playing their positions properly. He or she is the quarterback. Unfortunately, there are more benchwarmers than superstars in the

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research world. But let's not let reality deter us. It's the internal researcher's job to:

- understand the industry;
- identify and articulate actionable, researchable objectives;
- select a competent vendor relative to those objectives;
- translate research information into company-specific action steps;
- communicate these action steps to the internal client.

The internal researcher needs to be a user of market research. A connoisseur, if you will. He or she needs to be able to effectively apply market research data to his or her company and industry. And he or she needs to be a salesman, persuasively communicating research results and action steps internally.

The internal client has it much easier, but not easy enough, apparently, because he or she too often fails to perform to standard. Simply put, the internal client needs to participate in the process if he or she expects to get useful results at the end. The internal client needs to:

- spend adequate time with the internal researcher before project start, discussing the issues until there are clear, concise, explicit objectives that, once answered, will be actionable;
- provide the necessary informational and material support during the implementation of the project;
- spend adequate time with the internal researcher and the vendor discussing preliminary findings and interpretations.

Obviously, the key ingredient for a successful internal client is giving the research project a sufficiently high priority that adequate time is devoted to the project. If the research project is not worth the internal client's time investment, then why are we doing this project?

It is common for internal clients to skip scheduled project meetings due to higher priorities, and then get angry with the internal researcher for not delivering actionable results. Hello? Anybody home?

Now we come to the vendor. That would be me. The completely objective and unbiased one (not to mention modest). The vendor's role is straightforward to describe but sometimes difficult to deliver. The vendor should have the appropriate technical and operational skills to:

- design the correct study, given the

**It is common for
internal clients to skip
scheduled project
meetings due to
higher priorities, and
then get angry with
the internal researcher
for not delivering
actionable results.
Hello? Anybody home?**

clear objectives provided by the internal researcher;

- collect accurate data in a timely and efficient manner;
- thoroughly analyze the data with all commercially available, appropriate techniques;
- identify useful and actionable learning from the analysis;
- clearly communicate research results to the internal researcher.

Essentially, the vendor must know how to competently conduct market research. He or she must be a good technician. If the vendor is not a competent technician, he or she should be immediately removed (or, in cer-

tain states where this is allowed, shot). However, unless the vendor is also acting as the internal researcher (which does happen in those cases where the company is lacking an internal researcher), the vendor should not be required to do the internal researcher's job (see above). Everybody's got a role to play. If you start asking linemen to throw passes, don't be surprised when someone else wins the Super Bowl.

Why did I put the company president on the market research team? Doesn't he have more important things to do? Shouldn't he be looking at the big picture? Be a visionary? Yup. And maybe he isn't the right guy to be on the market research team for some projects or some companies. But there needs to be a senior player on the team that both the internal client and internal researcher directly or indirectly report to (or at least fear). This big kahuna makes the statement that the project is important just by his or her presence. That's like having Vince Lombardi on the sidelines. But Lombardi does much more than that. He gets everyone on the same page. He builds a team.


I had the pleasure of doing yogurt research in Canada a few years ago. Although a vendor, I was functionally the internal researcher for this client, as well (they had no internal researcher). My research helped them develop a positioning strategy for their main brand. The company president was involved throughout the process and understood completely the strategic position we recommended and why. Under his direction, that positioning was applied, literally, to every aspect of the company operation, from packaging and product formulation to the design of the delivery trucks and the nature of their in-store promotions. Every employee in that company, from the janitors to the president (even the account execs at the ad agency!) knew what that brand stood for. We had strategic meetings where the heads of all departments, finance, human resources, manufacturing,

R&D, and, of course, marketing, were required to attend. No excuses. Sales increased so dramatically, the company could not produce yogurt fast enough to keep up with demand. That's using research the right way.

The president provided general guidelines but trusted the brand managers to do their jobs. The brand managers gave me information but trusted me to do the research properly. Everyone played their roles and let others play theirs. It was a team effort

with spectacular results. Everyone involved in that company at that time looks back on our success with great pride. A complete, coherent marketing campaign. Imagine that.

Although any one person can waste money, sometimes a lot of money, by doing market research, it takes a team effort to create the big win. So, what are you going to do? There are only two choices.

You can either shut your eyes or you can build a team. 

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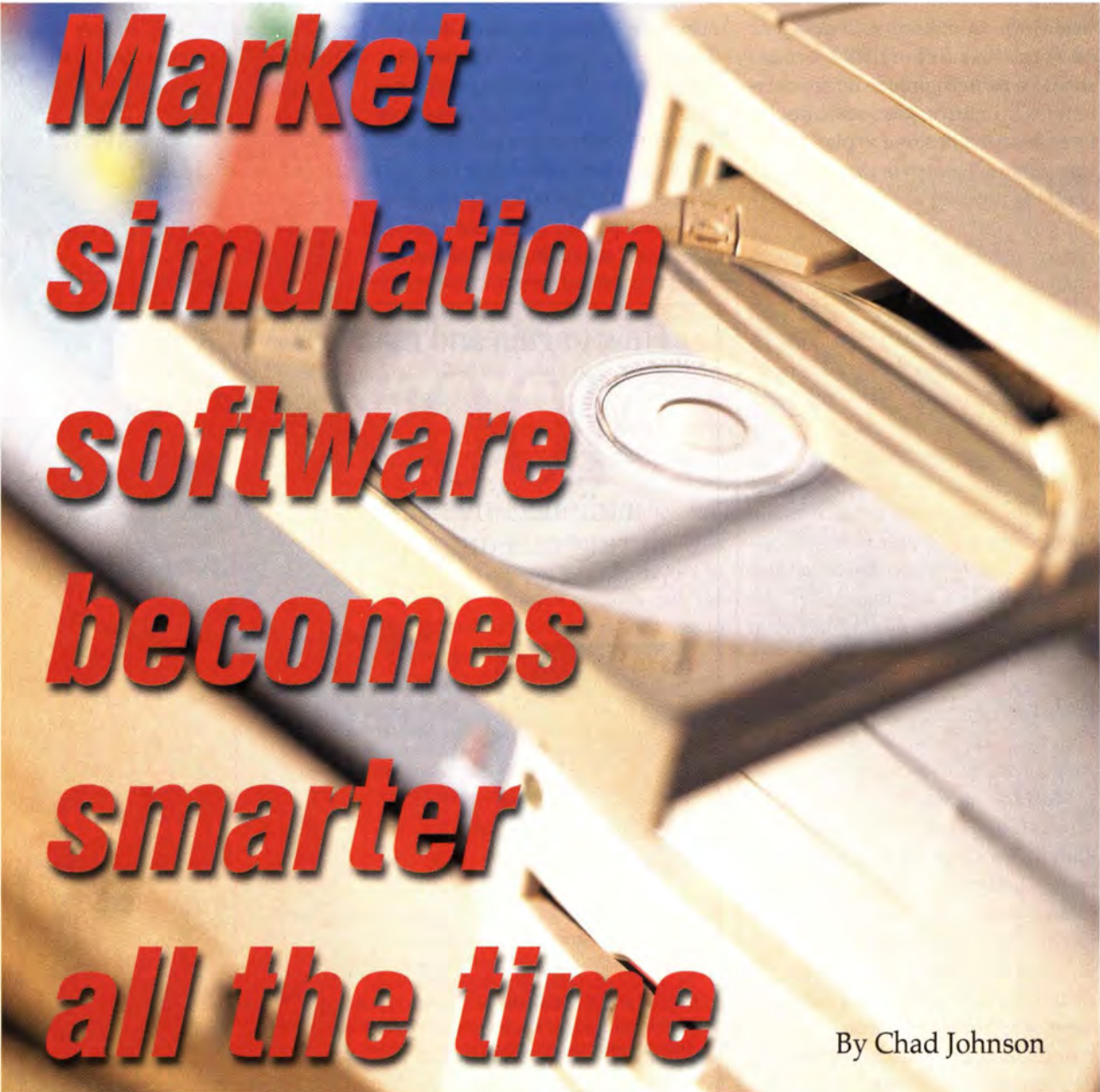


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Market simulation software becomes smarter all the time

By Chad Johnson

Editor's note: Chad Johnson is market research manager at Answers Research, Inc., Solana Beach, Calif. He can be reached at 858-792-4660.

Market simulation software is a well-established market research tool that has helped thousands of firms with new product development. Simulation software is a key output from conjoint and discrete choice modeling research studies. With simulation software, it is relatively easy to change the features

or price point of a product and have the simulation software predict the market share that the product would attain in the market. The difficulty comes when one tries to find an optimum product, where optimum refers to maximizing the market share, revenue, or profit that the product attains. The problem becomes even more complex when the goal is to optimize an entire product line. There is a solution. The continual advancement of computer processing capabilities has made it possible for the

problem to be addressed through the use of linear programming.

Running simulations by trial and error

You have carefully designed a conjoint study. The fielding was conducted methodically. You have processed the data and incorporated it into simulation software to allow you to simulate the market. You can change product features and products and evaluate the impact those changes will have on the market. But

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you still cannot answer the biggest question, which is "What combination of features will maximize my product's share/revenue/profits?"

Consider the following example:

Brand	Price	Model	Warranty	Color	Engine	Market Share
Ford	\$12,000	2-door	30,000 miles	Blue	4-cylinder	20%
Toyota	\$15,000	4-door	40,000 miles	Red	4-cylinder	30%
Chevy	\$19,000	4-door	60,000 miles	Blue	6-cylinder	40%
Honda	\$16,000	2-door	40,000 miles	White	4-cylinder	10%

Assume the above was the entry screen for the simulation software. You would simply type in the features of the cars, and the software predicts the market share each would attain. We could vary the attributes of one of the cars (such as price, model, warranty length, etc.) and the simulation software would predict the new market share. To develop a car that would result in the maximum market share for one of the cars, we are left with attempting all of the possible combinations of cars. That could be an exhausting and time-consuming task. If there were 10 price points, three models, five warranty lengths, eight colors, and two engine configurations, the possible number of combinations of car from any one manufacturer would be:

$$10 \times 3 \times 5 \times 8 \times 2 = 2,400 \text{ combinations}$$

It would take a long time to simulate all of these combinations. But this is a simple example. In most cases, it is not enough to find the optimum configuration of a single product. The goal is to optimize the entire product line. The question then becomes "What features should each of the products have to maximize the overall product line's share/revenue/profits?"

This is a much more difficult exercise because the number of possible combinations of cars and features for three cars is $2,400^3 = 13,824,000,000$. (Four cars have $2,400^4 = 33,177,600,000,000$ combinations). Clearly it is impossible to reach the optimal combination of features by

trial and error. There are simply too many combinations to test!

Optimization

Basically, the problem is mathe-

matical. We are trying to maximize several equations simultaneously. Previously, we did not have the necessary tools available, but the processing capabilities of today's PC's have allowed for linear programming algorithms of the mathematics world to be integrated with simulation software of the marketing research world to find these optimum product configurations. Once we have specified the parameters for each of the features, the algorithm will identify a combination that maximizes the target (market share). We are now able to address the biggest objective of a conjoint study.


However, finding a combination of features that maximizes market share does not guarantee that revenue or profits are maximized. Most likely, market share is maximized when the products are priced extremely low, possibly so low that they are priced at a loss. At my firm, we have taken the advancement of linear programming to solve this problem. If the data is carefully weighted by unit volume, then we can also use linear programming to maximize the product or the product line revenue. Rather than just maximizing the market share attained, the revenue generated by that product line is maximized. We have also discovered that this can be applied to maximizing profit. By incorporating manufacturing and operational costs, we can obtain a product line configuration that maximizes the profits generated by that product line. In an information technology (IT) industry study we recently completed, we developed simula-

tion software that included 30 total products, six of which were our client's products. There were 3.45×10^{39} possible product combinations! Our goal was to reconfigure the entire product line to maximize profits. The simulation software took nearly two hours to compute the answer. The final solution turned out to be a two-tier product line in which four of the products were low-end and the other two were high-end products. The results showed some very eye-open-

Once we have specified the parameters for each of the features, the algorithm will identify a combination that maximizes the target (market share).

ing feature combinations previously not considered.

Interpreting the results

These optimization algorithms are powerful analytical tools that make it possible to solve problems that previously could not be addressed, but this does not remove the researcher completely from the equation. As the researcher, we still need to examine the solution for viability using our in-depth knowledge of the products and market under study. The algorithms locate the absolute maximum value for market share/revenue/profits, but it is possible that another combination of features can also attain this maximum value, or one that is acceptably close. The features can be "tweaked" to find a product line that is both "optimized" and also makes sense from a manufacturing and marketing perspective. 

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Fulfilling the promise of the Web

Research approach aims to make the Internet
safe for consumer research

By Douglas Rivers

Editor's note: Douglas Rivers is co-founder and CEO of InterSurvey, a Palo Alto, Calif., research firm. He can be reached at 650-475-2300 or at drivers@intersurvey.com.

The hype is true: the Web is revolutionizing market research. But will it be a revolutionary step forward or backward? Web interviewing has obvious advantages over traditional telephone and central location interviewing. But much of what is proclaimed to be revolutionary and new about Web surveys is not an advance, but a half-century

regression in terms of data quality and research standards.

For instance, quota sampling, a.k.a. "demographic balancing," has recently experienced a revival on the Internet. No one has made a serious argument in the last half-century that quota sampling is anything other than a cheap and expedient alternative to scientifically valid sampling techniques. Yet quota sampling is the foundation for most current Web surveys.

The return of discredited methodologies, like quota sampling, represents the lure of expediency and

wishful thinking over hard-earned experience.

It is not difficult to understand the appeal of conducting interviews over the Internet. Web-based surveys can include multimedia content that is impossible to deliver over the telephone. Turnaround time is reduced from weeks to days or even hours. And by dispensing with interviewers and telephone charges, the cost of conducting a survey can be reduced substantially.

But getting data faster and less expensively is of no benefit if the data aren't any good. Is it possible to

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take advantage of the Internet without compromising data quality? I think the answer is yes, but it requires a different approach to the typical Web survey. The purpose of this article is to explain what's wrong with conventional Web surveys for consumer market research and how a new approach addresses these problems.

Five myths about Web surveys

It is understandable that enthusiasm for a new technology like Web interviewing would cause a temporary suspension of disbelief. But it's time to assess the problems with Web surveys and solve them, rather than ignore them.

Myth 1: Internet penetration is so high now that there is no longer any issue about the projectability of Web surveys.

Estimates of Internet penetration are all over the map, but even the most optimistic numbers put only about a half of the U.S. population on-line. The most authoritative data, collected by the Bureau of the Census in December 1998, showed that only 42 percent of American homes had a computer and only about a third had Internet access from some point, either at home or elsewhere. More recent commercial estimates (October 1999) put the number of Americans on-line between 65 and 101 million — far below the approximately 229 million who live in households with telephones.

The problem of population coverage for Web surveys is particularly serious for consumer market research. Internet usage is very low in some important population segments. For example, only 12 percent of minority women report accessing the Internet. Web users are still more affluent, educated, and urban than the average American. If you want accurate data about most consumer populations, you shouldn't restrict yourself to people on the Web.

And of course, a survey can only represent those who have some

chance of being sampled. A survey of Internet users is, by definition, uninformative about non-Internet users. If the target population contains few or no people without Internet access, then this isn't a problem. But for most consumer studies, population coverage is and will remain a serious issue for some time.

Myth 2: It's just a matter of time before enough people are on the Internet so that Web surveys can replace telephone and in-person surveys.

Okay, the Web population doesn't look like America, but it will soon, so people argue it's just a matter of time before the population coverage problem goes away. But there is a more fundamental problem with Web surveys that won't disappear even if everyone has Internet access: there is no direct way to sample e-mail addresses.

In telephone surveys, households can be selected by random digit dialing (RDD). Because every phone number has exactly 10 digits, it is easy to generate a random set of phone numbers. There are some complications because households can have more than one phone line and different numbers of people, but it is well understood how to handle these issues.

Unfortunately, there is no analogue of RDD for e-mail addresses. Nor is there any listing of e-mail addresses that could serve as a sampling frame. Even if such a listing existed, it would be considered spamming to send out survey requests to a sample of such e-mail addresses.

Today most Web surveys recruit "samples" of Web users employing banner ads, pop-up windows, opt-in e-mail lists, and similar devices. These are "convenience samples," chosen haphazardly and with no theoretical underpinnings. It is tempting to believe that Web surveys, because they are conducted on the Internet, are representative of Web users.

The people who accept these invitations, however, are not randomly selected and are demonstrably unrep-

representative of Web users. For example, teenagers are much more likely to frequent on-line game sites and chat rooms than to fill out surveys. Web survey takers tend to be older and better educated than average Web users. For some reason, men are more likely to take Web surveys than women, even though the gender gap on the Web has almost disappeared. Thus these samples don't represent anything in particular.

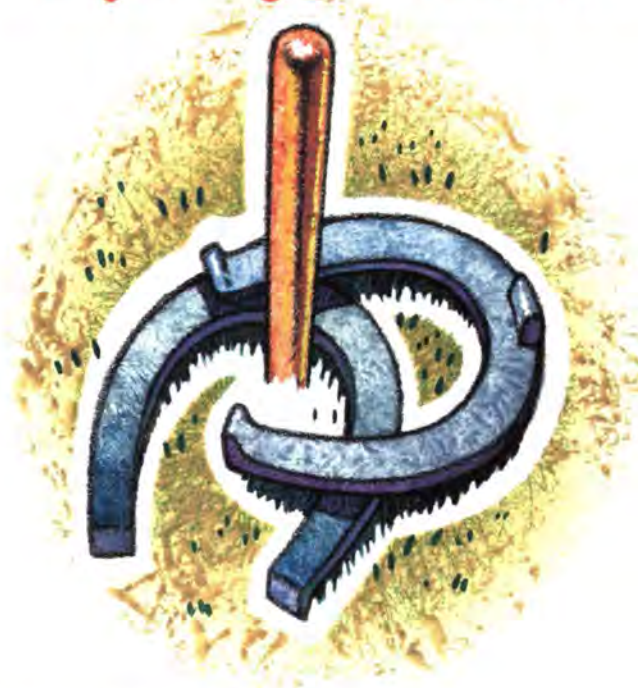
There are valid ways to sample people on the Web. It is possible to sample visitors to a Web site (through pop-up windows) or customers who have purchased on-line (using the e-mail address they provided when purchasing). And some services, such as Nielsen//NetRatings, have drawn RDD samples of Web users. But none of these approaches gives a valid sample of general consumer populations.

Myth 3: Revolutionary new techniques, such as "demographic balancing" and "propensity score adjustment," have solved the Web sampling problem.

For individual research studies, Web panel vendors draw samples of their panel members intended to be representative of the target population for that study. One advantage of Web interviewing is that screening can be done quickly and cheaply. Samples can be "demographic balanced" by selecting members to fill various demographic quotas.

This is not a new technique. Before the failure of the pre-election polls in the 1948 U.S. presidential race, the majority of surveys were conducted using quota sampling. Most reputable survey organizations, such as Gallup and Roper, abandoned quota sampling after 1948, but it never disappeared entirely from market research. Quota samples sometimes give reasonably accurate estimates, since the sample is at least representative of the population on selected demographics. But, because it isn't a probability sample, one never knows how reliable the results

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are. You can't compute a margin of error for a quota sample and there is no guarantee that the results aren't seriously biased. It's inexpensive, but you get what you pay for.

Some Web survey vendors claim to have developed revolutionary new techniques that can adjust for biases in their quota samples. Unfortunately, just because it is new does not mean it is better. Researchers have long understood that sample elements should be weighted by the reciprocal of the probability that an element was selected. If the sample inclusion probability is solely a function of demographic characteristics, then it is appropriate to weight the sample by the ratio of population elements to sample elements with those characteristics. This is a standard form of non-response adjustment that works so long as the underlying assumption — that selection into the sample depends only upon the selected demographic characteristics — is

correct. Most samples require some weighting, but this is not a new technique, and it does not provide a solution for badly skewed samples.

Propensity score adjustment is a newer technique that was developed for handling non-random assignment of treatments in experiments. Some have suggested that it be applied to Web surveys, but the technique is not applicable to this problem. If the "treatments" are participation and non-participation in a Web survey, the Web sample contains no non-participants that could be used to estimate the propensity score. Nor does one learn anything by conducting a parallel telephone survey, since the probability of being in the telephone sample is unrelated to the propensity score needed to weight the Web sample.

Myth 4: Web surveys can be conducted almost for free.

The promise of free or almost-free research is surely one of the most seductive aspects of Web surveys.

Without interviewers or telephone charges, the cost of conducting a Web survey can be much lower than a traditional telephone or central location study. The costs of operating a Web survey, aside from recruiting panel members, are mostly fixed and independent of sample size. One server can process thousands or even millions of interviews.

There are two reasons why the prospect of very inexpensive surveying is an illusion. First, for better or worse, people are coming to expect to be paid for providing information on the Web. Some companies will provide free computers or Internet service or even cash for users to provide demographic information and view ads. It is very likely that respondents will increasingly demand compensation for participating in market research surveys. Second, demographic weighting requires very large samples to be effective. Small probability samples can be quite reliable. (A probability

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sample of size 400, for example, has a margin of error of ± 5 percent, which is adequate for many purposes.) Weighting on many demographics, which the typical Internet survey needs, requires a much larger sample. The costs of providing participation incentives and increasing sample size mean that Web surveying won't be free and may end up being nearly as expensive as traditional techniques.

Myth 5: Web surveys can contain streaming audio and video.

One of the main appeals of Web surveys is that they have the capability of including multimedia content through a Web browser. Certainly Web surveys have the potential to include visual material that is impossible to convey in telephone interviews and that simulates in-person interviewing, even if the respondent is located thousands of miles away.

Today, most users still have low-speed dial-up connections that are too slow to support video streaming. Even high-quality audio or still images are too large to download quickly for many users. And, heterogeneous software configurations make it impossible to use multimedia even when users have the necessary hardware and adequate connection speeds.

Web surveys are written for the least capable hardware and software in the sample. As a result, most existing Web surveys resemble CATI questionnaires — mostly text with perhaps a few images, but nothing that fully takes advantage of the potential of Web interviewing.

It will be between five and 10 years before a substantial number of households have broadband access to the Internet. Consequently, an alternative to streaming multimedia is required for the foreseeable future.

The promise of the Web

The goal of InterSurvey was to create a Web-based survey capability that fulfills the promise of Web interviewing without sacrificing the

data quality essential for reliable consumer market research. Our approach was to separate the problem of sampling from interviewing. Off the Web, we have reliable methods of sampling. On the Web, once we overcome the problem of a heterogeneous hardware base, we have a promising platform for interviewing. The solution is to combine the two.

The first step in creating a valid panel for consumer research is to

recruit households using random digit dialing. Each household is contacted and provided with free hardware — a WebTV receiver — and Internet access, as well as other incentives. Each member of the selected households is enrolled in the panel and provided with their own password-protected e-mail account. For particular research studies, panel members are sub-sampled. When a survey is ready, respondents receive notification by e-mail that a



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questionnaire is waiting for them. Panel members get short surveys (five to 10 minutes in length) on a variety of different subjects several times per month.

The WebTV supplies reliable and consistent delivery of multimedia images to every household by caching audio and video files that are too large to download. When surveys are to contain video, the WebTV unit is notified and downloads the necessary files during off

hours. As a result, when a respondent takes a survey, the multimedia content is immediately available and appears to be embedded within the questionnaire. InterSurvey is also the first research panel that makes it possible to interview a representative sample of the entire U.S. population (or any sub-population) over the Web. The sample is representative of the entire population because it uses valid probability sampling techniques and does not exclude house-

holds because they lack computers or Internet access. All of the panel's households can be interviewed over the Web since they have been provided with Web access.

While the expense of providing hardware to every household is significant, the use of a panel design allows the cost to be amortized over the life of the panel. Another advantage is that extensive profile information can be collected. This allows surveys to be targeted at specific sub-populations with minimal screening costs. Surveys can be shortened, reducing the burden upon respondents, while increasing the amount of demographic information collected compared to one-shot surveys.

There are, of course, some drawbacks to panels. The most frequent objections involve the usual questions about panel experience and attrition effects. To combat these possible effects, it is essential to constantly refresh the panel by retiring old members and adding new ones. Potential experience effects are further minimized by varying survey content (so that respondents are not asked repeatedly about the same topics) and minimizing respondent burden (by avoiding long questionnaires). Fortunately, panel experience effects can be assessed by comparing new entrants into the panel with experienced members. One does not need to assume anything about panel experience effects; these can be assessed empirically.

Panel demographics

After conducting a series of pilot experiments in the summer of 1999, InterSurvey began recruiting panel members in September. At the time of this writing (December 1999), 18,661 individual members in 7,986 households have been recruited. The panel is expected to grow to about 250,000 persons by 2001.

Recruitment procedures involve a combination of advance mailings (to households with listed phone numbers), cash incentives, and up to 24 callbacks over a one-month field

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period. Initial results have been encouraging — almost 60 percent of contacted households agree to participate and overall response rates compare very favorably to those typical for commercial telephone surveys and panels.

Not surprisingly, given the recruitment procedures and high response rates, the panel matches population demographics closely. There are a few groups, such as persons over 75, those with less than a high school education, household incomes under \$30,000, and African-Americans, that are under-represented. But overall these differences are fairly modest.

Panel members exhibit very high levels of cooperation and, to date, low levels of attrition. Once a person has been recruited into the panel, they are very likely to complete surveys assigned to them and to do so very quickly. Completion rates for active panel members are about 90 percent, with almost 60 percent of all surveys completed within 24 hours of assignment. Only 5 percent of recruited panel households have dropped out to date.

The future of survey research

Competition with telemarketing is killing telephone interviewing. Although it is still possible with enough time, effort, and expense to recruit a high-quality sample via RDD, we are paying more and getting less with telephone interviewing. Can the Internet supplant telephones as the primary mode of interviewing for consumer market research? Time will tell.

But the question should not be whether the Internet is used for interviewing, but how it should be used. It is possible to use the Web for research without sacrificing data quality. Web-based research needn't neglect the large numbers of consumers who aren't on-line. It doesn't have to abandon reliable sampling techniques. And it can do all of this with multimedia beyond the capabilities of most users' computers today. 

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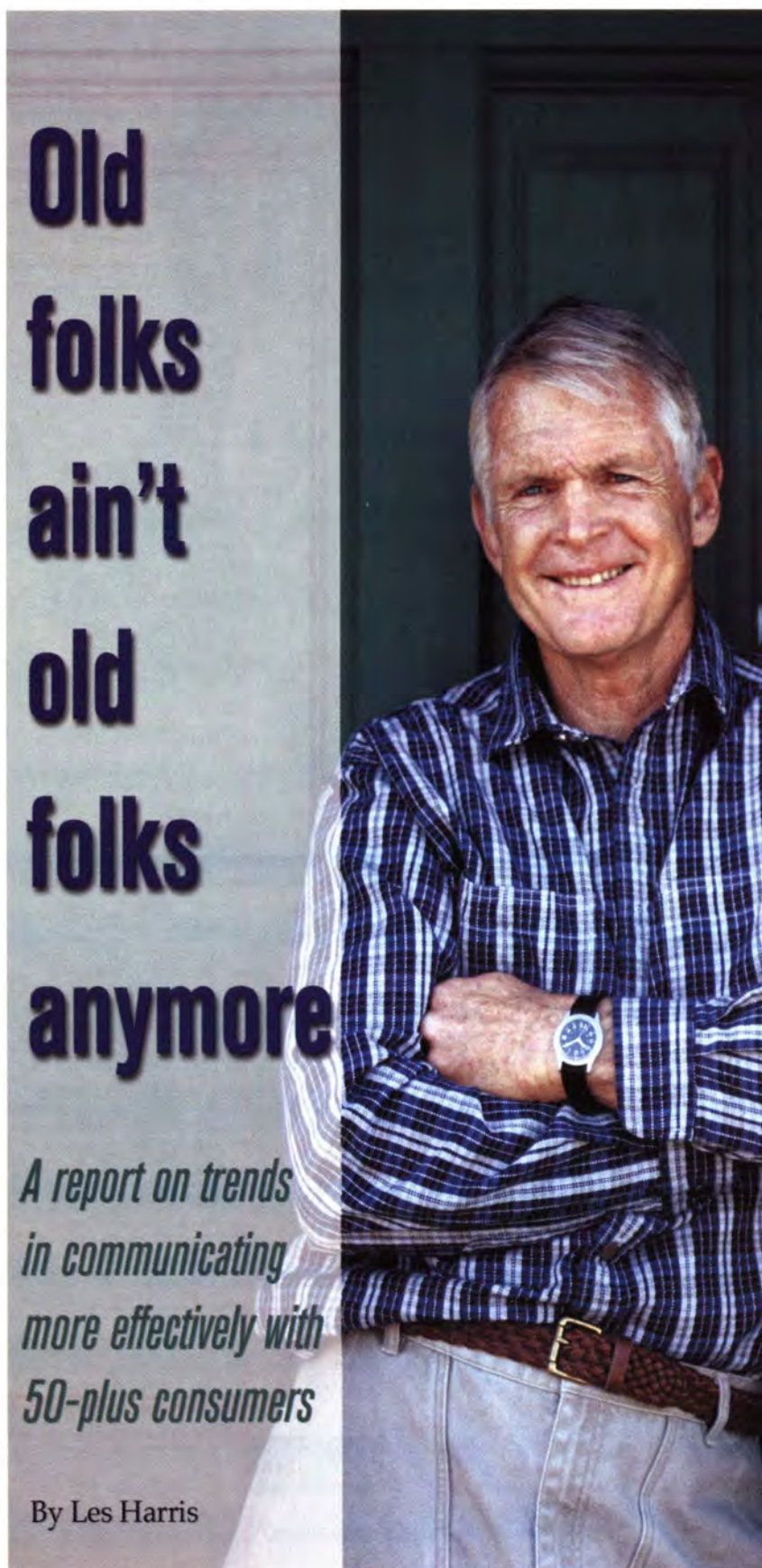
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Editor's note: Les Harris is managing partner of Mature Marketing and Research, a Boston research firm. He can be reached at 617-720-4158 or at mmrharris@aol.com.

Today's mature market looks to a new lifestyle of spending more on personal indulgence — from health and beauty aids to looking young as they age, to food products with extra nutritional value, to fashion apparel, to travel, to having more leisure time, to owning time-shares and condos as second homes, to health maintenance equipment, to owning expensive minivans, to traveling to new destinations.

As the 78 million Baby Boomers turn 50, the perceptions of the 50-plus consumer held by those in marketing and advertising will need to change dramatically. Advertisers will have to look more closely at the social and economic changes that characterize today's mature market.

Bigger and richer

As of this year, people over 50 will make up one-third of the total adult population. In the next 25 years, the number of those 50 and older is projected to increase to 115 million.

Today's mature market is the most financially affluent of any age segment. The purchasing power of this group is projected to grow by the year 2005 to more than \$1 trillion. Those who are 50 years or older will have the highest household income and the highest per capita annual expenditures.

Because of their desire to take on a new degree of maturity, those over 50 are expected to be major buyers for most consumer products and services: financial, health care, personal care, leisure and travel, apparel, entertainment and automotive.

The generation of the future will move from a youth culture to a mature culture. The Baby Boomers will continue exerting their influence. They will

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be better educated, more affluent, will be more into personal computers, searching the Internet, investing in mutual funds, and exploring new financial opportunities and second careers.

According to some business reports, Baby Boomers will be the primary segment of the population behind the continued growth in the investment market. Key desires are security, value, reliability and a learning experience.

A new advertising strategy

Advertisers will need to understand the change in sophistication of today's over 50 population. Boomers want to see people their own age represented in ads for products they buy rather than the 70-plus stereotype or the advertising that uses 20- and 30-year-olds.

Campaigns such as Wendy's Dave Thomas spots, Levi Strauss clothing ads, Vanity Fair, Saturn, Club Med and Fidelity Investments all are represented by mature spokespeople. Gregory Hines, age 52, advertises Total breakfast cereal, and Discover cards; *NYPD Blue* star Dennis Franz, age 52, and Bill Parcells, age 57, appear in ads for Cadillac; Candice Bergen, 51, was a long-time Sprint spokeswoman; and the seemingly ageless Tina Turner is a spokeswoman for Hanes Hosiery.

In the research we have conducted, people who are over 50 are increasing-

ly willing to try a new product or a new service if the advertising is presented in an understanding and sensitive manner.

In *More*, a new magazine aimed at the older woman, advertisers such as American Home Products, Armstrong, Campbell Soup, Coty, General Motors and Revlon all use models who are over 50 to sell their products and services. Mature shows like *Touched by An Angel* have made CBS the top network with viewers 60 and older.

Travel industry targets the mature market

More of those over 50 are spending a greater amount of time traveling. In response to this increase in demand, the travel industry is seeking to add shorter trips for those who are not yet retired or are semi-retired.

The desire for travel will become more important as the Baby Boomers continue working full- or part-time beyond their retirement age. The American Airlines Active Travel Club for the 62 and older traveler and the United Airlines Silver Wings Plus program are two examples of special programs developed by the travel industry to reach out to the mature traveler.

New opportunities

Boomers want to feel younger, take

on new opportunities, be technology-literate. In that vein, some observations:

- The Ford Motor Company is looking to the mature market with the Lincoln sports utility vehicle and pickup truck. The Buick Motor Division has aimed its Riviera coupe at Baby Boomers.

- Scudder Kemper, manager of the AARP mutual funds, is adding more aggressive funds as its research shows that people over 50 are taking more risks.

- Microsoft and the AARP continue

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to present seminars on the use of personal computers.

- For AOL subscribers, the AARP offers a quarterly class introducing people to the Internet.

- Del Webb has been wiring its latest retirement communities with Internet access lines.

Different make-up

In essence, those over 50 in the year 2000 and beyond will be of a different psychological and sociological make-up than those over 50 in the 1980s and the early years of the 1990s. As author Gail Sheehy says, "Mature America looks to increased longevity and a new aristocracy of aging. Age 50 is a mid-point, not an end point."

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The ARF Monday General Session with Keynote Speaker, Paula A. Sneed of Kraft Foods

3:00 PM - 4:30 PM
Three ARF Concurrent Key Issue Forums

4:30 PM - 6:20 PM
Four Tracks of Concurrent Research Company Presentations

6:30 PM - 8:30 PM
The ARF President's Renaissance Reception

Tuesday, March 7, 2000

7:45 AM - 8:45 AM
The ARF Networking Breakfast

8:45 AM - 10:30 AM
The ARF Tuesday General Session with Stephen D. Graham of AT&T; also includes the ARF David Ogilvy Award Finalists Panel and Presentations

10:30 AM - 12:20 PM
Four Tracks of Concurrent Research Company Presentations

12:00 PM - 5:30 PM
The ARF Infoplex Is Open; Opening Cocktail Reception at Noon

1:00 PM - 2:45 PM
Luncheon with Rick Kash of the Cambridge Group

2:45 PM - 4:00 PM
Dedicated Time for Discovery in the ARF Infoplex Exhibit Hall

4:00 PM - 5:30 PM
The Great Debate: Advertising Effectiveness - The Long and Short of It

7:00 PM - 11:00 PM
The Optional ARF David Ogilvy Awards Black Tie Dinner at the United Nations

Wednesday, March 8, 2000

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The ARF Networking Breakfast

8:45 AM - 11:00 AM
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Luncheon with Thomas E. Freston of MTV Networks

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Stephen D. Graham
AT&T

Stephen is Vice President, Marketing Communications Worldwide for AT&T. He is listed as the #1 Marketer on the 1999 Advertising Age list of "The Most Powerful People in Marketing" citing his role in AT&T's introduction of the Wireless Digital One Rate.



Rick Kash
THE CAMBRIDGE GROUP

Rick is Chairman and Founder of the Cambridge Group, a consulting firm which provides expertise in corporate growth and business strategy. He is also the founder of Spectra Systems, a micromarketing information system used by more than 80% of Packaged Goods and Beverage marketers.



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Linking research



and revenue

R E V I S I T E D

By Betsy Charles

Editor's note: After we published Betsy Charles's "Linking research and revenue" in the October 1999 issue, two readers raised serious questions about some sections of the article. Our policy, when this situation arises, is to publish the reader comments along with the response from the original author in the Letters section of a subsequent issue. Rather than respond directly to the reader-submitted comments (which are included in accompanying sidebars), Betsy Charles submitted this re-worked version of the original article.

Betsy Charles is president of Strategic Power, a research and consulting firm in Germantown, Wis. She can be reached at 414-250-0857 or at DocBetsy@aol.com.

Most managers evaluate a research proposal with this question in mind, "Will this research increase our company's revenue?" They ask this question because

their company paid for impractical research that had little value to the company. Although impractical research measures perceptions, its results are not linked to revenue. Thus, many managers consider research to be a cost, rather than a benefit, and avoid research

unless they see its practical value.

The purpose of this article is to explain how to link research and revenue. The author presents several practical approaches that use ratings of customer satisfaction and/or employee attitudes to link specific improvements and company revenue.

Linking overall satisfaction and revenue

The first approach requires data on each respondent's purchases from a strategic business unit (SBU) and a rat-

ing of overall satisfaction with the SBU's performance. If these two variables are highly correlated, the next step is grouping respondents by their level of overall satisfaction and averaging the purchases of each group, as shown in Table 1. This hypothetical

Table 1: Overall Satisfaction and Revenue

Rating Level	(1) Very Dissatisfied	(2)	(3)	(4)	(5) Very Satisfied
Average Revenue	\$600	\$700	\$800	\$900	\$1,000

example implies that as buyers repeat their purchases the average revenue per customer increases by \$100 as overall satisfaction increases by one level.

Assuming the validity and direction of this relationship, repeat purchases, and no mitigating circumstances, we can attempt to increase revenue by increasing satisfaction. Although this approach does not specify the level of confidence for a range of results, applying this approach in several situations tests the effectiveness of this approach. If the actual relationship of satisfaction

In-store studies grow in importance

In the retail environment shoppers don't have to "remember," they're already there. The store shelf and shopping experience can be part of the stimulus.

By William J. Hruby

Editor's note: William Hruby is a market research and advertising consultant with nearly two decades of packaged goods marketing experience.

A quandary exists for packaged goods marketers: Consumers often think about crucial product or marketing issues only while they stand at the shelf. Yet research is most commonly conducted in malls, mail panels and other locations far removed from the point-of-sale. The fact that 100% of all buying decisions are ultimately made at the shelf favors the case for in-store research.

Go where the shoppers decide to buy. To capture those fleeting points which translate into product A being selected over product B, consumers must be intercepted in the store where top-of-mind issues are present. Meet that same consumer in a mall two weeks later, and, **IF** you can get them to speak with you at all, it is highly unlikely they can remember their purchase decisions, awareness of brand options, motivations for purchase, etc. And certainly not with the same degree of accuracy as an interview conducted at the point-of-purchase.

Participation is a major and growing problem for traditional research methods. Mall wave-off rates (shoppers who refuse to even be approached) hover around 90%, compared to in-store wave-offs which are more typically 30-50%.

In a recent issue of *Marketing Research* (Spring, 1998), authors Bearden, Madden and Uscategui summarized this point. In their report they emphasize that the pool of qualified respondents is drying up. Their concern: "Lack of representativeness resulting from refusals to participate . . . jeopardizes the accuracy of survey results. Evidence suggests that the decline in participation rates is already occurring and may accelerate."

Three questions you should ask: Prior to going to field, cutting edge market researchers ask themselves three questions, according to Dr. Herb Sorensen of Sorensen Associates

- 1) What information is needed?
- 2) Who has that information?
- 3) Where are they; and are most capable of providing the information?

For packaged goods researchers involved in concept, prototype and related phases of product development who rely on

Product Guidance Research, the answers often point to in-store research.

Sorensen Associates has available over 40,000 retail locations in the U.S., and the technology to execute fieldwork in a few days. This infrastructure is at the foundation of the firm's reputation for conducting demographically structured studies at the neighborhood level.

Researchers now have new and better options for collecting consumer information - *at the point of purchase.* ■



Purchase-intention surveys can take you only so far; marketers would also do well to observe consumers in real buying situations.

Harvard Business Review
May-June 1998



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Because we are currently involved in the design and execution of customer satisfaction modeling systems for clients, I found some of the articles in the October 1999 issue of *Quirk's* interesting and useful. I was appalled, however, by the gross statistical inaccuracies and misconceptions in the article "Linking research and revenue" by Betsy Charles.

From the "hypothetical example" of predicting sales from satisfaction with specific aspects of an SBU's performance found on p. 70, one can only conclude that the author has no idea how to interpret the output of a regression analysis.

After defining the satisfaction scale as a 5-point scale ranging from Very Dissatisfied to Very Satisfied and the criterion variable ("Purchases") as being expressed in dollars (p. 14 of the October issue), the author states:

"Simple regression analysis of [satisfaction with] 'Timely Delivery' against 'Purchases' generates a regression coefficient of .50. All else being equal, we expect revenues to increase by 50 percent over the same time period if the average customer converts from being 'Very Dissatisfied' to being 'Very Satisfied' with 'Timely Delivery.' If satisfaction improves by one level, rather than five levels, we expect the revenues to increase 10 percent, rather than 50 percent."

In reality, of course, a regression coefficient of .50 means that a one-unit increase in the predictor would correspond to a one-half unit increase in the criterion, assuming we are talking about an unstandardized regression coefficient. In this example, this means that an increase of one scale point in satisfaction (for example, from "Very Dissatisfied" to "Dissatisfied") would correspond to an increase in revenues of one-half of one dollar, or 50 cents (not percent). Where the author gets the notion that the regression coefficient

maps to the effect of moving the entire length of the scale, rather than moving one scale point, is a mystery.

If, on the other hand, the .50 is a standardized regression coefficient, then it means that an increase of one standard deviation in the predictor variable will correspond to an increase of one-half of one standard deviation in the criterion. What this would mean in scale points and dollars (or percent) cannot be determined without knowing what the standard deviations of the two variables are, but it is unlikely to map to anything like the description in the article.

The mis-education of readers continues in the next paragraph, where the author says that if satisfaction scores with two different aspects of performance both have regression coefficients of .50 (When regressed separately? Together?), then their combined effect on the criterion (revenue) overlaps (and overlaps perfectly, to judge by the example at the end of the paragraph). Obviously, the fact that they have identical regression coefficients tells us nothing at all about whether their effects overlap. To know this we would need to compare three sets of regression coefficients/R-squares: one for each predictor regressed separately and one for the two regressed together.

Publishing this kind of statistical nonsense does a disservice to our less statistically-sophisticated readers, and contributes to the (already abundant) confusion in the marketplace concerning multivariate modeling.

Shawn McNulty
Senior Consultant
PHB Hagler Bailly
Madison, Wis.

and revenue is similar to the predicted relationship, this implies that the approach is effective for this application.

Linking aspects of satisfaction and revenue

The second approach requires data on each respondent's purchases and ratings of satisfaction with various aspects of SBU performance. The first step is multiple regression analysis with aspects of satisfaction as the independent variables and purchase amount as

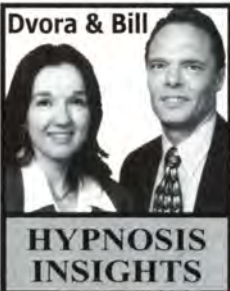
the dependent variable. Presuming no extenuating conditions, this analysis predicts with a specified level of confidence the range of each aspect's relationship with revenue.

In addition, multiple regression analysis controls for shared effects resulting from correlated aspects of satisfaction. For example, if "Timely Delivery" and "Product Availability" were perfectly correlated, the first of these aspects to enter multiple regression analysis would explain all of their shared variance so the second aspect

would not contribute to the solution and would not be entered in the final equation. Since the second aspect would not contribute to the solution, the results would not change if the second aspect were not included in the analysis.

By itself, multiple regression analysis does not prove whether satisfaction influences future revenue or revenue influences future satisfaction. However, analysis of cross-lagged panels of purchasing and satisfaction data points out the direction of the relationship. This approach requires at least two periods of data and relates previous satisfaction data with current revenue data and relates current satisfaction data with previous revenue data. Subtracting the results of these two analyses does not prove causality, but implies the direction of causal tendency. Replicating cross-lagged panel regression with more periods of data could show that this tendency is not a random occurrence.

If cross-lagged panel regression points out that an aspect influences revenue, then the coefficient of determination (R^2) denotes the relationship of each aspect of satisfaction and revenue. Since this proportion measures the relative importance of each relationship, the aspects with the most important relationships tend to be key drivers of revenue, given no change in circum-



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"Linking research and revenue" is a well-intentioned article whose details raise several questions.

The "average customer" is not a useful concept. The practical marketing criterion is the number or proportion of customers whose satisfaction equals or exceeds an acceptable level. A group including many very-satisfied and very-dissatisfied customers can show the same average as a group in which everyone is moderately satisfied, but the two groups are different, for marketing purposes.

A regression coefficient of .50 does not allow us to "expect revenues to increase 50 percent . . . if the average customer converts from being 'very dissatisfied' to 'very satisfied' . . ." Even if the term "regression coefficient" is defined as "b" (the slope of the regression equation) rather than r or r^2 , its effect is indicated in absolute or volume terms, not in relative percentage terms.

If the "regression coefficient" is defined as r^2 it is true that .50 indicates that half the variance in purchase volume is "explained" by the variance in satisfaction. But "variance" is not the same as variation, difference, or change. It

is based on the squares of the differences, and, like the regression equation itself, is subject to excessive influence of unusual observations (outliers). Charles states "If [two] aspects of satisfaction have a regression coefficient of .50 with purchases, their effect . . . overlaps." Probably, but not necessarily, and their combined effect is dependent on their interrelationship; the combined coefficient R or R^2 takes the strength of that interrelation into account. There is no reason to expect that the combined effect will be half the sum of the two separate effects; it could be higher (higher than the sum, that is) if the interrelationship of the two satisfaction aspects is negative. Last but not least, the basic premise of the article reflects a popular misconception in research: that differences observed at one time are reliable predictors of change over time. The parallel may be likely, but is far from certain.

Tom Semon
Research Consultant in Marketing
Englewood Cliffs, N.J.

stances.

Quadrant analysis plots aspects of satisfaction by comparing importance to performance. Based upon this analysis and presuming consistency, a company's strengths are important aspects that delight its customers and its weaknesses are important aspects that displease its customers. Since the relative priority of improvements depends upon the importance of this relationship and extent of customer dissatisfaction with performance, this is calculated as $\text{Importance} * (1 - \text{Performance})$. The

priority of improvements must be interpreted with caution because both Importance and Performance denote a range at a certain level of confidence and assume causality and no mitigating circumstances.

Linking aspects of satisfaction and revenue for a set of SBUs

The two previous approaches require data on respondent purchases, whereas the remaining approaches require data on SBU revenue for a set of sales regions, company branches, franchise

locations, etc. For example, if the set is 30 SBUs with 100 respondents each, our sample size is 30 SBUs, rather than 3,000 respondents. The data required for each SBU is at least two, and preferably three, periods of revenue data and the average response to each item in the survey.

As explained in the paragraph on controlling for shared effects, the first steps in this approach are correlating aspects of satisfaction with one another, deleting superfluous aspects, and correlating the remaining aspects with



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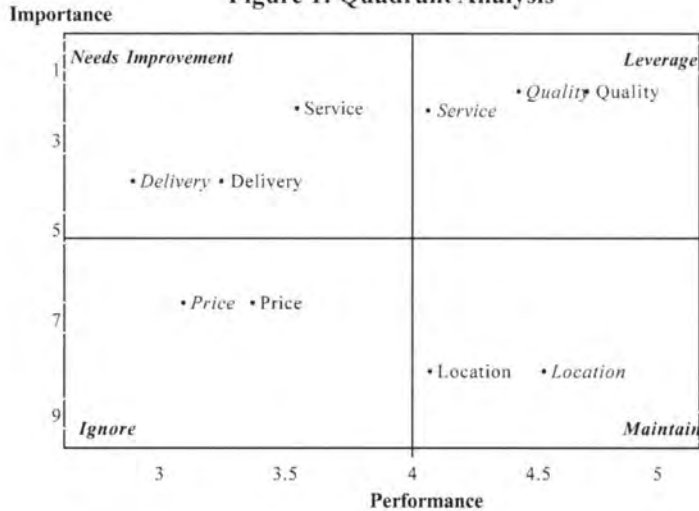
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Figure 1: Quadrant Analysis



revenue. If cross-lagged panel correlation implies that satisfaction influences revenue, then the coefficient of determination denotes the relative importance of each relationship when all else is equal. Within sample size constraints and assuming no mitigating circumstances, multiple regression analysis measures the importance of the relationship between aspects of satisfaction and revenue.

A company can use this analysis with caution to measure the overall quality of an SBU's performance. Its performance on each aspect is weighed by the importance of its relationship with revenue. Thus, the overall quality of an SBU's performance is the aggregation of Importance * Performance.

Figure 1 demonstrates how quadrant analysis can compare importance and performance of one SBU (italic type) to the average performance of all SBUs (regular type). Assuming the situation does not change, a sig-

nificant gap between SBU performance and average performance indicates an opportunity for improvement. Since this SBU has a strong performance on the important aspects of "Quality" and "Service," these

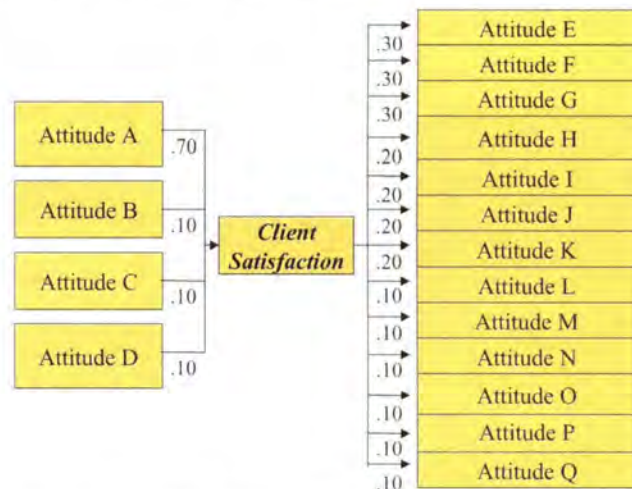
aspects tend to be the SBU's comparative advantages.

The figure points out that the SBU performs stronger on "Service" and weaker on "Quality" than the average SBU. The SBU performs weakly on the important aspects of "Location" and "Delivery" so improving these aspects are opportunities for increasing its revenue, assuming no extenuating circumstances. Given that the SBU has a weaker performance on "Delivery" than the average SBU, this opportunity tends to be greater than for the average SBU.

Linking employee attitudes and revenue for a set of SBUs

Similarly, we can link employee attitudes and revenue using SBU data on the attitudes of its employees and its revenue for at least two periods. Figs. 2 and 3 report the results of linking revenue with the attitudes of employees in a functional specialty. The arrows

Figure 2: Marketing Staff Attitudes & Client Satisfaction



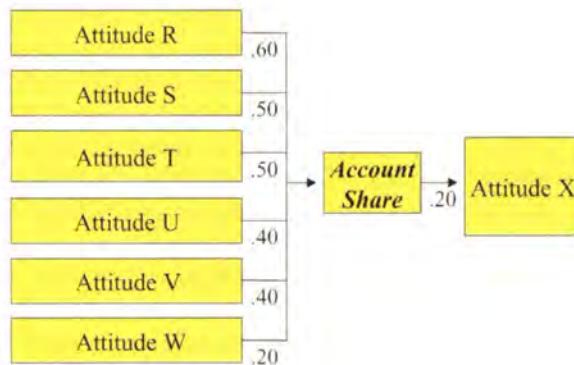
Proportion of variance explained by significant ($\alpha \leq .05$) R² Coefficients

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Figure 3: Marketing Staff Attitudes & Account Share



† Proportion of variance explained by significant ($\alpha \leq .05$) R^2 Coefficients

denote the direction of relationships pointed out by cross-lagged panel correlation. The letters in these figures refer to specific employee attitudes and the numbers are significant coefficients of determination from simple regression analysis. (Due to sample size constraints, we were not able to control for shared effects through multiple regression analysis.)

Assuming no mitigating circumstances, Fig. 2 implies that Attitude A explains 70 percent and Attitudes B–D explain 10 percent of the variance in the relationship with Client Satisfaction and that Client Satisfaction explains 10 to 30 percent of the variance in the relationship with 13 employee attitudes.

Fig. 3 points out that Attitudes R–W

explain 20 to 60 percent of the variance in the relationship with Account Share and that Account Share explains 20 percent of the variance in the relationship with Attitude X.

Prioritizing improvements

These practical approaches relate research and revenue and all approaches except the first predict this relationship with a specified range of accuracy and level of confidence. The first two approaches require data on respondent satisfaction and purchases for at least two periods, whereas the other approaches require data for a set of SBUs on respondent satisfaction and/or employee attitudes and revenue for at least two periods.

The results of these approaches should be interpreted with caution because circumstances may change, customers may become satiated, and causality is implied, but not proven. Despite these caveats, the results of these approaches can help managers evaluate operations and prioritize improvements by their tendency to increase revenue. **14**

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Data Use

continued from p. 16

groups with whom many of us have had only sporadic dealings.

Perhaps the most numerous group comprises the various IT folks. (IT refers to "information technology," not to whatever the actress Clara Bow was supposed to have in the 1920s.) IT people are a considerable force, including hardware mavens, networking experts, and (as expected) Internet gurus. All of them, especially the last group, tend to spew a great deal of "material" (for lack of a better term), whether in print or on the Internet.

Trailing along with them are legions of software vendors, all of whom apparently are salivating at the prospect of selling plenty of "enterprise class" applications for data mining. As a reminder, "enterprise class" software is a special industry codephrase for something costing between 10 times and one million times whatever you pay for mere desktop software.

Finally, data mining seems to have poked through to, and garnered some attention in, that misty higher plane called top management. While we usually do not encounter too much clarity from those quarters, this makes one fact clear: Data mining has become something big.

Non-useful definitions

You can find non-useful definitions of data mining nearly everywhere you look. Perhaps the champion for brevity among them is this: data mining "uses statistical algorithms to discover patterns in data." (Source left anonymous as a charitable act.)

Most other expert sources consider the situation carefully, and then make sure to add that data mining discovers "useful patterns" in data. This is bound to be a relief to all of you who thought that data mining intended to capture useless patterns.

Slightly more useful definitions

To sound somewhat fair, we should add that most (but not all) experts agree

that data mining involves large amounts of data. For instance, we can find this definition prominently displayed on the SPSS Web site: "Data mining is a 'knowledge discovery process of extracting previously unknown, actionable information from very large databases.'" Credit for this goes to Aaron Zomes of the META Group. Now, the META Group most likely is a wonderful outfit filled with terrific people — and Mr. Zomes a very bright fellow, kind to his pets, and so on — but their definition raises more questions than it answers. For instance, they talk about extracting "previously unknown information," but is this in opposition to data that are (already) known? Also, they specifically identify these data as "actionable," but does this imply that other methods look for data that are pointless?

Also, as we will see shortly, all experts do not agree "knowledge discovery" and "data mining" are strictly synonymous. In fact, when we look carefully at the META Group's definition, it more or less comes down to doing something useful with a lot of data.

The META Group is far from alone in saying more than they mean. For instance, take this definition: "Data mining is the process of discovering meaningful new correlations, patterns and trends by sifting through large amounts of data stored in repositories, using pattern recognition technologies as well as statistical and mathematical techniques." (This comes from the Gartner Group, with no specific perpetrator identified.)

Aside from the fact that the Gartner Group uses, employs, or utilizes, terms that are largely synonymous, and also mean mostly the same thing — and so tend to be redundant, if not repetitive — what have they added to the earlier definition? As your reviewer reads it: not much, if anything, (and little, if nothing, in the bargain).

So we sadly must conclude that, even with fusillades of redundant verbiage flying, little of meaning seems to be striking any target. So far, we have established that data mining is something you do with data, and (according

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to most) with a lot of data.

Also implicit in most definitions is the idea that data mining investigates data sets gathered for some other reason than data analysis. In other words, data mining typically attempts to investigate some historical record (whether a snapshot of one time period, or more) that most likely has not been structured by systematic variations of the factors studied, or experiments.

However, none of the above rules out mining a large database constructed of many surveys, which could arguably be considered a series of experiments. However, even in this case, it seems that the purpose for mining would be to look for effects that extended beyond, or outside, the explicit design of each survey. It seems fairly certain, then, that all data mining involves some post hoc, or retrospective, examination of a body of data in search of "patterns" or "useful information." This description may seem slender at the moment, but as we shall discuss later, it may have some significance.

That's nice, but is there any method specific to data mining?

If this discussion has not already stirred the wrath of any expert who has gotten this far, then this section may well do so. Whether you believe data mining uses or requires any special techniques seems to depend on two factors:

1. Whose sales presentation you listened to most recently.
2. How much you know about data analysis.

For instance, if you do not have that much familiarity with data analysis, and you listen to a sales pitch from a company selling neural networks as the answer to data mining, you well could believe that neural networks are essential. Similarly, if the nice people at your friendly statistical software company paid a visit to say, your chief IT person, then your IT person might come to you spouting about how you need the brand new \$150,000 "enterprise strength" data mining product from the same company. (Your chief IT person may be even more enthusiastic

if he/she/it thinks "a mode" means pie with ice cream on top, and that a "standard deviation" will get you six months in the state penitentiary.)

I suppose many of you have deduced the main point of this section by now. Data mining involves absolutely no techniques that you do not already use for regular data analysis. All the methods that data analysts have used and tried for years still hold — all the way from simple correlations to the most abstruse reaches of (for instance) hierarchical Bayesian analysis. The same rules governing the use and abuse of these analytical tools still hold also, just as they always have with sample-based data.

What differs about data mining is that you may — for now — need some special software or special hardware if you intend to manipulate everything in huge databases. You can run across databases that weigh in at several terabytes now. As a reminder, a terabyte is 1,000 gigabytes, and as a further reminder, your PC probably holds between three and 40 gigabytes of information on its hard drives, depending on its age and how much you shelled out for it. At one time, everything on the Internet (or at least the portion most of us use, the World Wide Web) consisted of something measurable in mere terabytes. Now, a single

Web site, if popular enough, can generate terabytes of data, all of it just waiting to be mined.

I suppose in a few years we will look back at the notion of a few terabytes being an overwhelming parcel of information as old-fashioned and amusing. Before too long, we all should have the power to pick up and handle as much data as we can find anywhere. Then we finally will need to confront the question of what it makes sense to analyze. This appears to be something the data mining community apparently has not yet considered.

What's most foolish about data mining?

One of the most irksome ideas implicit in data mining is the unstated assumption that, if you somehow handle every piece of data you can, this will improve your analysis. Your reviewer, after noticing this implicit idea, considered it in his usual temperate fashion. The result: more fighting words. The notion that manipulating tons of data will make you smarter is no more than rank nonsense.

The chief proponents of this idea seem to be people with no understanding of sampling or statistical methods. It is the kind of activity that would never be countenanced with a physical endeavor, where wastefulness

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has a significant cost. For instance, let's look at the example of real (mineral) mining. In spite of all the tremendously powerful equipment available, nobody does real mining by tearing an entire mountain (or region, or county) to bits, and then sifting through the debris. Rather, sophisticated miners do careful testing of selected regions, find promising areas, and then dig further. They use specialized tools and methods to determine the possible worth of an area before setting up the heavy excavation equipment, and constantly monitor yields to see if they are still following a worthwhile lead.

Of course, you could find a few isolated idiots calling themselves "miners," armed with little more than pickaxes and dynamite, who will slowly reduce a mountain to rubble, or themselves to exhaustion — or both — without ever knowing how to find whatever they are looking for. One unfortunate aspect of data mining is that the white-collar kinsmen of these foolish souls easily can get their hands onto the analytical equivalent of the

largest earth-moving machinery, and start reducing huge masses of data into rubble.

As the many market researchers and statisticians among our readers doubtless realize, intelligent sampling can produce highly reliable and verifiable results without requiring the time and expense of sifting through incredibly large volumes of data. With the rise of enormous databases, "sampling" can take on a different sense than the one we associate with surveys. Using a sample of a mere 10,000 observations, any sample percentage will be accurate within ± 1.4 points. With samples of several hundred thousand, error becomes negligible.

Why bother with huge masses of data, then?

This impulse to tackle all the data seems linked to some other poor ideas (or errors) that apparently still linger around the periphery of data mining. The first of these is that if you get enough data, and a powerful enough piece of software, then data mining

will more or less take care of itself. That is, if you simply push a button, then the nice powerful machine will offer you automated insights.

In part, this hunger for automated insights could arise from the fact that many enthusiasts for mining data might not know what they are seeking from the data. They may well be hoping secretly that something the machine throws at them will give them some ideas. We will have more on this later. Before that, though, let us go to the second big, bad idea that seems to hide in the shadows around data mining camps.

This second assumption is perhaps the worst of all. It is the notion that there is not much to data mining, that it just involves poking around a little into the data, and perhaps setting up some automated reports. This is a manifestation of what your reviewer likes to call the CEO factor. That is, people who have been carefully insulated from real data sets for most of their careers now find that they are sitting on massive piles of this mysterious stuff, and that others around them are making a big fuss about doing something with these. Most of these people have never had the unsettling experience of opening up a typical large data set and finding it unwieldy, intractable, and filled with gaps, errors, and garbage. Nearly none of them, I would suspect, ever needed to wrestle one of these monsters to the ground — or even to convince interested onlookers that he or she had done so.

A very clever fellow (Weiler) proposed a rule that seems to describe situations like these well. Namely: "All things are easy for the person who does not have to do them." To this, I would like to add what I am modestly labeling "Struhl's Corollary":

"All things are simple for the person who has absolutely no understanding of how they get done."

In your author's experience (which extends over many more large heaps of data than he wishes to recall), any massive database takes plenty of work to analyze effectively. As databases get bigger, it takes more effort just to get them into shape for analysis. The larger the database, the more work you



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need to do. The relationship may not be strictly linear, but it's there. Huge databases require plenty of skilled effort to yield anything of strategic or tactical worth. This does not seem likely to change in the near future.

Those who doubt this can try this simple experiment. Go to the amazon.com Web site, and place about 100 orders for books and other paraphernalia that you like. Now, once you have done this, look at the personalized recommendations that the amazon.com computer has served up for you.

If you don't have the devotion to truth — or to accumulating "stuff" — that this experiment requires, then you possibly could take the word of one who has. Their recommendations still have not hit the target with anything both new and interesting. (As the old joke goes, what's interesting is not new, and what's new is not interesting.) I suppose the moral of this is that the machine still has not yet managed to fool one observer into believing he is getting personal attention — from a person.

Some of you may recall that Alan Turing, a large name in artificial intelligence circles, made a prediction (c. 1950) that machines routinely would be fooling us in this way as we crossed the end of century. So far, for your author, artificial intelligence of this type remains clearly artificial. Perhaps others among you have had different experiences that you would like to share.

Some speculations on data mining's rise as a hot topic

Speaking of Web sites, I (at least) see a direct connection between the rise of data mining and corporations' eagerness to rush onto the Web. This may seem quite odd at first, but if you stay with me for a few paragraphs I will try to explain.

Whatever logic there is in this linkage runs something like the following. The Web obviously is "the place to be" now. Corporate leaders and other important types can be observed palpably suffering from "Web envy" if they cannot say that they have a killer Web site. The problem with this, though, is that a good proportion of

companies with Web sites are still trying to figure out why they have them (except, of course, for the reason just mentioned).

These reasons often prove elusive and not measurable against objective criteria. Figuring out what matters to people on the Web never is simple. For instance, you would imagine that determining the performance of one set of Web sites, those of the on-line merchants, would be fairly easy. After all, they (presumably) all want to sell us things. However, in the strange world

of the Internet, even this is not so. Rarely do you see any discussion of that old basic of financial analysis, the P/E ratio, with Internet businesses. That is because this ratio compares "price" with "earnings," and the second of these is still largely a fictional entity with most Internet businesses. Instead, we see something new, called a P/R ratio, which compares "price" and "revenue." (Revenue, of course, is defined as cash inflow before the expenses that erase all "earnings" for most Internet companies.) In your



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writer's opinion, the P/R ratio may in fact be a direct measure of how much PR a site is generating.

The question of what a Web site means (or does) becomes more difficult for those many organizations that do not have anything that they can sell effectively on the Web. Yet the sites are there, they all are supposed to make their originators rich and famous, and they are costing their hosts money. I also would speculate that the average corporate Web site costs far more and absorbs far more company resources than its sponsors ever intended.

Now, what is one thing that these Web sites generate? The answer: data. Therefore, if you spend a lot of money on a Web site, and you get back a lot of data, then there really ought to be something in there. Once you discover that you in fact have more data than you imagined possible, perhaps the conviction becomes stronger. There is so much of this stuff that there must be something good in it somewhere.

I am not sure what else can explain some expectations I've heard for min-

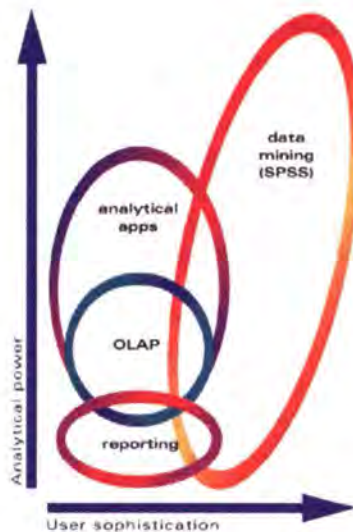


Figure 1a: Data mining according to SPSS.

ing Web site data. For instance, if you proposed to retailers that they gather as much information as possible about all the drivers of all the cars that park in the lot where their stores are situated, you likely would not be spending much more time in their presence (as measured in milliseconds). Yet very similar individuals with Web-site busi-

nesses will want to gather the entire "click stream" of every entity that crosses into their cyber-territory, and anything they can find about where these lucky souls have been and are going.

Strangely, the very same people who seem most eager to mine their data (and especially Web data) too often fall silent when asked about the strategic or tactical uses of the data that they hope to gather. You also may have noticed that the definitions of data mining that we reviewed, like most others I have encountered, do not mention using data mining to investigate questions related to the organization's strategy (and/or tactics). So far, then, the questions remaining largely absent from discussions of data mining are the ones that good data analysts learn to ask first:

- What are your goals (strategies, tactics) and how does this data analysis relate to it?
- What will change as a result of doing this analysis? What type of information do you need to affect what you are now doing, and what kinds of changes are you considering?

Focusing on questions like these is your best chance to make data mining something more than flailing around in the dark under a mountain of data.

A possible taxonomy for data mining and related tasks

So far our discussion has shown us that data mining typically is described as involving large masses of data, and that these data usually are retrospective and not developed as a result of systematic experimentation. We also mentioned that strategic and tactical concerns have been strangely absent in many discussions of this topic.

Perhaps we can come to a better understanding of exactly what data mining comprises by comparing it to other types of data analysis. In this section, we will start with an arrangement proposed by SPSS, Inc., then move on to a somewhat modified view that your reviewer proposes.

In SPSS' arrangement (Fig. 1a), which puts "analytical power" on one axis and "user sophistication" on the other, reporting is the most basic func-

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tion. Another way to say this is that you do not need to know a great deal to run most reporting systems, but you also should not expect to get very much out of them. As the term reporting is used here, most of the output — if not all — falls into a standardized format, and is largely static (or not readily rearranged by the user).

Next in the SPSS hierarchy is something called OLAP. Their chart shows this occupying the same range as reporting for the amount of user sophistication needed, but as capable of providing more analytical "power." OLAP, as many of us tend to forget, stands for on-line analytical processing.

OLAP, in most cases, provides computer-based (or on-line) reports that users can manipulate, or sometimes look at in varying levels of detail (also known as drilling down). With an OLAP system, for instance, if you find something of interest among the blue-eyed vegetarians from Texas, you may be able to get the system to zoom in to (or drill down into) just that group, and then poke around there. OLAP typically does not allow the user to touch or modify the actual data in any way, but rather just to look at or manipulate many different views of the data.

OLAP also typically lacks many of the features that statisticians find essential for doing intelligent analysis, such as significance testing. Perhaps the theory here is that you should use OLAP only with 100 percent of a large database, and so significance testing then is not an issue. However, without too much effort, you can find OLAP-type reporting of surveys and other sample-based data. These generally look quite impressive, and let users go wild, slicing and dicing results, without giving any hint if observed differences or patterns have any meaning.

You may notice that SPSS divides most of the remaining analytical universe about evenly between analytical apps and data mining. Rightfully, their diagram has both of these extending well beyond OLAP and reporting in analytical power. Also, their chart shows (again quite correctly) that there is some region in which all the varieties

of analysis overlap. More controversially, though, they have data mining extending beyond analytical apps in both power and in the sophistication it

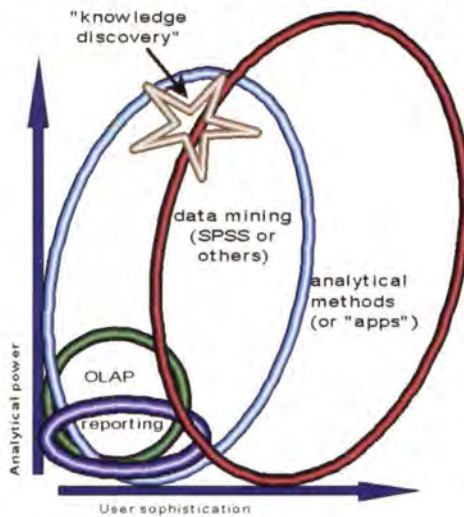


Figure 1b: A proposed modification (improvement) in plotting the place of data mining.

requires of users. Also, you may notice that the area covered by data mining slants toward the upper right, but that the others do not, which seems to

imply that data mining alone has a strong relationship between the user's sophistication and the power you can find in an analysis. The relationship of data mining to other analytical methods is open to quite a bit of disagreement. Not to disappoint any of you, some will follow.

SPSS gives a specialized meaning to analytical apps, that is, just a relatively narrow set of procedures without the full power of a statistical analysis package like theirs. In your reviewer's view, this uses a meaning for analytical applications that most users would find somewhat unfamiliar (although correct in certain corners of the industry), as well as not truly contrasting data mining with all data analytical applications. The revised chart proposes to put data mining in that broader context.

In the modified chart (Fig. 1b), we have retained the axes defined by SPSS, but rearranged the two main areas in the chart.

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You also will notice an entirely new area on this chart, for knowledge discovery, symbolized by the gold star. Some experts describe knowledge discovery as activities at the upper reaches of data mining. That is, knowledge discovery involves using as many heavyweight methods as needed, and requires both an experienced data analyst and thoughtful effort. In your author's opinion, it is data mining the way it should get done. (At least you now know why this gets a gold star in the diagram.)

However, those of you whose eyes are still more than halfway open may wonder why stats apps have found their way to the outer reaches of the new diagram, both attaining the highest reaches of analytical power and requiring the most in user sophistication. The reasoning for this is fairly simple. Data mining remains observational, or historically bound. Analytical apps (or applications, as they are known to their less intimate acquaintances) include analyses based on experimental methods.

While observation can do many wonderful things, you can reach much further in explanation, prediction, and even "power," using experimental methods to develop and analyze data.

You may be asking, What is all this about "experiments" supposed to mean? If so, in the broadest terms, you could consider any standardized stimulus presented to a group (or groups), to which the group then returns responses as an experiment. (This also is true even if you were not asking that question.) In short, any reasonable questionnaire could count as an experiment.

In particular, the types of surveys that indisputably are based on experimental methods — such as conjoint analysis and discrete choice modeling (DCM) studies — have long held strong positions as providing terrific analytical or predictive power — and rightly so. It is almost impossible to look at any retrospective view (or simply to trace history) and develop powerful predictions of responses in hundreds or thousands

of alternative situations, as is possible with these experimentally based methods.

Even putting methods like conjoint and DCM to one side, nearly all readers should understand that historical patterns in data often show what happened, but fall short on the reasons why things happened. Fortunately for many of us, the need for understanding that goes beyond events promises only to increase. This in turn means that the need will remain for intelligent questions put to various groups or audiences, and for the answers to be interpreted intelligently — no matter how sophisticated the mining equipment becomes.

If fact, it could come to happen, just possibly, that as more data gets mined, the number of unanswered questions will rise. In your writer's experience, in fact, nearly every long-term expedition into large, uncharted masses of data has brought up more new questions to consider than anybody involved would have imagined at the outset.

Now that we have ensured the continued well-being of the market researchers, statisticians, and data analysts among us, we come to just one more question that frequently arises in connection with data mining.

What is data warehousing, and how does it relate to data mining?

Data warehousing actually is quite complex. It involves taking masses of data, usually data that have lain dormant and inaccessible, and putting them into a reachable and useable form. It may involve gathering all sorts of information from a variety of sources (research, sales, finance, etc.) that routinely have little to do with each other. More than that, it involves putting the data together in ways that work, or in creating the rules that allow users to put together the data they need themselves.

In short, this type of warehousing, properly done, is highly exacting. Because of the many skills involved, an ideal warehouse person likely does not exist. A warehouse team would, it seems, require computer systems experts, at least one very

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As you likely can see, data warehousing is another of those tremendous misnomers that we encounter all the time. The best data warehouses are more like electronic libraries than anything else, but also dynamic libraries that have linked information, and in which information is maintained and replaced as better data become available. Perhaps "library" has not caught on because it lacks the feel of toughness and macho panache that may be required to sell this concept into certain corporate circles. After all, it's still perfectly acceptable to have a "warehouse" and feel like you know everything of importance by your gut alone — and that anything else you might need is incidental and stored someplace in those dusty cartons. If you own a "library," that could imply it has useful things in it that you in fact do not know already, and worse, need to learn.

What else can we say about data warehousing? Enough to fill at least 100 books, although only four or five of these seem generally regarded as essential reading. Interested readers can write at any time to ask about your writer's short list — although most of you who are interested probably have your own list of essential titles. For the rest of us, it's time to move on to the software.



SPSS 10.0

With version 10.0, the flagship SPSS product splits into two parallel versions. The desktop version remains largely the same as its version 9.0 predecessor, but with several new procedures and a few strong enhancements to its operations. The new parallel version is called SPSS Server. It presents a truly ingenious solution for analysts who need to mine or otherwise analyze huge databases that will not fit

onto a PC. The program allows the PC to reach into data on a large serv-

er (Server 10.0). As Fig. 2 shows (courtesy of SPSS) you even can run mul-

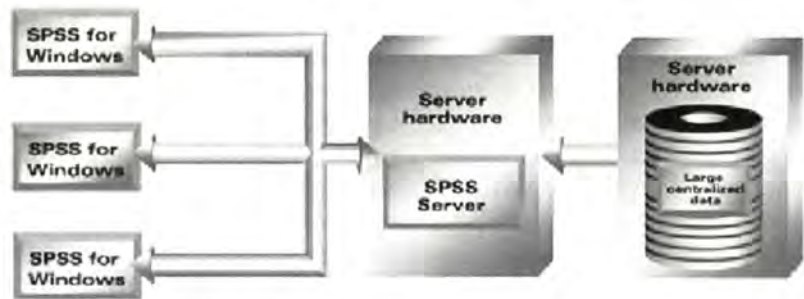


Figure 2: SPSS Server architecture made to look simple.

er computer. That is, not only does the data stay on the server computer, but that computer does the heavy computational work required. All the processing tasks, including those that would require large temporary files on the PC, get shifted onto the larger and faster machine. Also, any changes to the data (for instance, recoding of variables, adding cluster memberships, or saving discriminant analysis) also take place on the server — so this appears to be a product to use with some caution. In addition, the data do not have to be converted into SPSS format for analyses to run, and with huge data sets this could itself save considerable time. According to SPSS, you can reach into any SQL database with the SPSS Data Access Pack (which is included with SPSS

multiple Windows sessions with one large centralized source using this version.

SPSS calls its server version "a truly scalable distributed analysis architecture for an enterprise-wide solution." As you might expect from this, SPSS Server 10.0 costs 10 times as much as its PC-only counterpart.

New features in SPSS 10

SPSS has always excelled at data manipulation and transformation. However, a few minor annoyances remained in its ability to handle some lower-level data editing tasks. In Version 10, a revised data editor resolves most of these small problems. The program now shows both a data view and a variable view in two tabbed windows. The data view is the spreadsheet-like structure familiar from sev-

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eral past versions of SPSS. The new variable view shows a grid listing all the variables and their characteristics on a grid. This new view can save time for those users who do not care to type in SPSS syntax because it allows entry of data and value labels directly on the grid. Also, it allows you to change variable types and other attributes (length, decimal places, formats) for many variable simultaneously — without driving you back to the syntax reference guide to recall how the more obscure transformations need to be invoked.

With the new editor you also should find it easier to examine and organize data. This editor makes it simple for you to select non-contiguous rows or columns, and to re-order your variables in any way you wish.

Also, you now can make changes to variables with a search-and-replace capability that works throughout the entire contents of the data file, including variable and value labels. This should make it much easier to repair any repeated errors that might somehow have crept into labeling, and really shows its value where this happens in files with many variables.

Another enhancement to the program's overall capabilities is that it can export models to the XML format. This is "extensible markup language," an enhancement of the HTML language that most of us are meaning to learn really well any day now. Of course, you or some very lucky subordinate of yours will now need to master XML to get the most out of using it to make reports, and it will need to settle into a 100 percent-reliable standard (which it may or may not be at the moment) — but whenever both of these happen,

SPSS will be ready for you.

New features in the add-on modules

As a reminder, SPSS has long followed the practice of selling a "base" package along with add-on modules. Over the years, the base package has expanded. Now, in addition to data management, data manipulation, output handling, graphing, and basic analytical procedures (like descriptive statistics, frequencies, correlations, crosstabulations, and non-parametric tests), it includes linear regression, curve fitting, discriminant analysis, factor analysis and principal component analysis. Add-on modules provide more advanced capabilities and cost extra.

SPSS has continually added more advanced and esoteric features with each release, and has a number of new procedures in Version 10. What SPSS now calls the Advanced Models module (formerly Advanced Statistics) now includes the ability to do ranked multinomial logit models in a procedure called polytomous logit universal models (or PLUM). This allows you to analyze a dependent variable that is ordinal or ranked (for instance, one coded as low, medium and high).

PLUM should not be confused, though, with the multinomial logit procedure, which remains in the Regression Models module (formerly called Professional Statistics). This remains a moderately powerful tool for analyzing multinomial logit problems (such as discrete choice models) where the responses do not have any rank information. While this module allows you great flexibility in model specification, it does not have quite the power of the corresponding module in SYSTAT (as we will discuss below).

Also new is another procedure with a stylish acronym, nonlinear principal components analysis (CATPCA). This is a rather advanced procedure which you can use to "reduce" data and to reveal relationships among variables, among cases and among variables and cases. This is part of the Categories Module, which — as a reminder — no longer includes conjoint analysis. Conjoint Analysis has had an add-on module of its own since Version 8.

Putting the PC platform Version 10 through some heavy use, including analysis of some very large data sets (about 300MB to 1GB — not "data mine" size, but respectable) has shown it to run smoothly without any discernable problems. About the only small glitch to report is that it insists on having tables in the output pasted into Excel for Office 2000 as "text." (In earlier versions, the program would paste tables into Excel in something called the BIFF format, which also was the default for Excel.) As with Version 9, if you want the tables to go into Excel format exactly as you see them in the SPSS output viewer, export them in HTML format, and then use Excel to open them in that format. Once the file is open in Excel, you then can edit or manipulate it just as you can any other spreadsheet. Especially for the Office 2000 version of Excel, HTML is a native language, and the results of opening a file exported from SPSS in HTML format are extremely appealing.

Finally, if it is not clear already, I should note that I have not tested or experimented with the Server version of this program. SPSS long has been among the most reliable of all software companies in delivering on product promises, and so I am content to take their word that their Server program indeed will run as they have specified. I remain not at all eager to rush from the realm of very large samples, which have served so well on so many occasions, into wrestling with terabytes of information. For those of you who are anxious to plunge into the mine, or the warehouse, and tackle all the data, then SPSS is ready to go with you.



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Name Quest
The Science of Name Creation

DBMS/COPY is the closest thing your reviewer has yet found to a universal translator for the many file formats in which you may find data. It handles a staggering number of statistical analysis programs, spreadsheets, databases, and other miscellaneous applications, allowing you to send data back and forth between them — and to see and control what you are doing in the bargain. The newest version of DBMS/COPY adds two modules that let you do very quick “on the fly” data analysis, file manipulation and viewing. I have worked with several earlier versions of DBMS/COPY and always have found this a program that inspires both confidence and enthusiasm.

DBMS/COPY has many outstanding features. One that is likely to be of interest to many users is that it provides the best means available for getting data into and out of SAS from other statistical packages. This means, for instance, that if you own SPSS and want to analyze a dataset that comes only in SAS format, DBMS/COPY will let you translate and use the whole thing, variable and value labels included. Similarly, should you belong to the brotherhood of loyal SAS users and need to send a file in non-SAS format to some heathen not using SAS, you now can do so with a minimum of effort.

Also, you most likely will find the “spreadsheet grabber” in DBMS/COPY superior to the options available in other programs, since it allows you to select exactly the ranges you want for data and labels, and to choose from any page in a multi-page workbook. Again, you get to see the data in the workbook as you choose it, and can either enter the ranges by typing them in, or by highlighting them with the mouse. The program is smart enough to translate the verbose labels you are likely to find in spreadsheets into the required format for statistics programs like SPSS (short variable names accompanied by long descriptive labels).

If you are going from a program that has value labels, like SPSS, to one that does not (like Excel), DBMS/COPY can create new variables for the desti-

nation program that hold the value labels, while retaining the variables for the original values.

DBMS/COPY always has been a standout with ASCII files, with an excellent facility that allows you to see the data’s record structure, and read in files with many lines or records per individual. It now has added intelligence for handling “free format” files, where data items do not reside in fixed locations, but rather run to whatever length needed and are separated by spaces. DBMS/COPY will scan free format ASCII files, and determine both variable types and their maximum lengths.

The DBMS/Analyst module that now comes with DBMS/COPY offers a powerful system with programming features that can manipulate multiple databases. In addition to handling more than one input database, it allows you to split that data into multiple output databases, write reports, read complex text files, do array processing, sort, transpose data, tabulate data, generate summary statistics and calculate

regressions. It has a powerful “macro scripting” language, that seems easy to master. It easily can convert multiple files from one format to another.

Even SAS users will feel at home with DBMS/Analyst. It has modules equivalent to the data step, sort, freq, means, summary, univariate, tabulate, transpose and print procedures in SAS.

The program now includes another module called DBMS/Explorer. While this does not promise to lift, parse and slice terabytes of data, its makers have clearly identified it as a data mining tool. In any event, it is an interactive, fast and easy to use tool for data exploration. Because of its speed, DBMS/Explorer makes it simple for you to dig into the data, developing multiple views of its structure, including the ability to drill down into specific data subsets. DBMS/Explorer also can provide useful preprocessing for your data, for instance, doing rapid “value mapping,” or taking raw data values and combining them into more useful groups with more understandable names. For instance, if you want-



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SSI SOLUTION:
Debra Rosenthal (Director of Field Operations at **KRC Research & Consulting**) — “If the study is for a crisis in communications research, we don’t have the luxury of time. We need a response immediately. I appreciate the timing that SNAP offers and its ease of use. The other thing I really like about SNAP is that I can sit down at 7:00 in the evening, when things calm down, and order sample. SNAP is there for me when I’m available. SNAP is wonderful and it’s 99.99% foolproof!”

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ed to do a demographic study of different age brackets but had too many values, you could use DBMS/Explorer interactively to create the precise groups you need.

In short, this is another excellent release of an outstanding piece of software. As you deal with more data from more different sources, you should find DBMS/COPY increasingly valuable.



SYSTAT 9.0

SYSTAT started quite a number of years ago as a competitor to SPSS in the PC-based data analysis market. Now SYSTAT is offered by SPSS, but is positioned mostly as a scientific product. However, you may well find that if your analytical requirements are extensive, you will need both of these products. Although they both cover all the basics, SPSS and SYSTAT seem complementary to each other, rather than competitive — as mentioned in some earlier reviews.

Each program has its own strengths, and SYSTAT has many different procedures and approaches to procedures that you cannot find in SPSS. Even where the programs overlap, you may find that the features or approaches in SYSTAT have something new and useful to offer.

In particular, as mentioned above, SYSTAT has an outstanding multinomial logit module which allows you to do the most sophisticated types of choice-based models. For instance, with SYSTAT, you can model in "cross-effects" (not to be confused with interactions), which some of the experts say you absolutely must have to create fully realistic models of marketplace choices. (If you feel like you are eavesdropping on a conversation in another language here, cross-effects are needed in choice-based models — or discrete choice modeling, or DCM — to overcome various complaints about assumptions that underlie these models. If you have set up the choice-

based survey correctly, the net effects of these assumptions turn out to be small in many cases. However, using cross-effects in the models we construct helps us all feel better at night, knowing we did not miss anything important. Building DCM models is a topic that could take up an entire article — or perhaps even a book — elsewhere. So perhaps we can content ourselves at this moment with the recognition that cross-effects are good, and SYSTAT allows you to use them.)

SYSTAT offers everything in one program, with no add-on modules required. Its list of features is truly impressive. Looking at some of the broad areas we find the following:

- excellent data management on par with that available from SPSS;
- a very powerful output manager, using the same basic "tree and viewer window" structure that you find in SPSS, which allows you to move quickly to any part of your output, rearrange the output, and so on;
- customizable toolbars;
- bootstrapping of errors for nearly all procedures;
- a wide range of descriptive statistics, including "stem and leaf" displays;
- a wide range of ANOVA methods, including MANOVA and ANCOVA;
- classification and regression trees;
- a wide range of cluster analysis procedures;
- conjoint analysis (although this is a more generalized and likely less familiar variant than the SPSS version, which does not seamlessly generate conjoint designs and "cards" and take you through the analysis);
- correspondence analysis;
- design of experiments, including advanced methods with a wizard that helps set up the experiment;
- discriminant analysis;
- factor analysis;
- general linear models;
- logistic regression (binary, multinomial, discrete choice and conditional);
- loglinear models;
- missing value analysis;
- multidimensional scaling;
- nonlinear regression;
- path analysis (the RAMONA procedure);

- partially ordered sets (POSAC);
- perceptual mapping;
- probit;
- set and canonical correlations;
- signal detection analysis;
- smooth module, with 126 non-parametric smoothers, including LOESS;
- survival analysis;
- test item analysis;
- time series;
- two-stage least squares.

Beyond this impressive list of capabilities, SYSTAT continues its tradition of offering an exceptional variety and range of graphs and charts. The program could indeed live up to its claim that it "offers more scientific and technical graphs than any other desktop statistics package." I cannot claim to have reviewed every statistical package, but SYSTAT certainly offers more scientific and technical graphs than any other desktop statistics package. If you want some very esoteric types of charts — such as Chernoff faces, Fourier blobs, multiplots, kernel densities, or Voronoi tessellations — then SYSTAT will not disappoint you. If you are wondering what all those terms were supposed to mean, we have provided a picture of SYSTAT's chart output (courtesy of SYSTAT), that may give you an idea of some of the incredible ways in which this program can display patterns in data.

As you may see in Figure 3, SYSTAT maintains a stronger link to its command-line-based past than does SPSS. The program starts by default with a window open in which initiates can immediately enter typed commands. However, all the important functions in the program now also run from menus. In its overall look and feel, the program is fairly similar to SPSS. If you are trying to use this program for the first time, as with any highly complex and powerful piece of software, you should expect at least a little bit of learning time.

SYSTAT may require a look at the manuals every now and then, but probably not many for anyone with at least a little familiarity with a statistics program. On the positive side, you might not mind reading the manuals with SYSTAT. They are surprisingly well-

written, to the point, and have a lot of useful information about the analytical methods. In particular, the manuals' sections on charting and graphing show great thoughtfulness, and are worth reading for their own sake. It's rare that you can say that about anything in a statistics manual.

As a reminder, SYSTAT does not

that it's more than ripe, it's rotten.) By the way, as we rush to press, none other than Dilbert has launched a set of cartoons lambasting data mining. (Your author cleverly neglected to get permission to use these nearly ideal illustrations for this article.)


• You do not need to feel intimidated about data mining. It's entirely the

• If you need to tear into all the data, look into SPSS 10 Server. At some \$10,000 (or \$9,995, as SPSS will have it), it costs 10 times as much as the regular SPSS base, but it certainly is a lot less expensive and more efficient than buying your own server computer on which to house and analyze a huge database.

• Even if you do not have a terabyte to tackle yet, SPSS 10 is a worthy upgrade over Version 9. The improvements to the data editor alone are worth the price of moving to the new version.

• If you need to translate files back and forth between many data sources, and want to see and know what you are doing in the process, DBMS/COPY Version 7 is an excellent piece of software, continuing this program's long history as an outstanding utility. The new version adds impressive data handling and exploring capabilities to the program.

• If you want an incredibly comprehensive package of statistical methods all in one program — no add-on modules required — then SYSTAT could well be the program for you. SYSTAT remains one of the leading programs for analyzing choice-based modeling (or DCM), providing many of the important tools that the "real professionals" like to use.

As always, we welcome your comments or suggestions. Compliments or questions can be sent directly to the e-mail address shown in the editor's note at the beginning of the article. You will also find the Web addresses for the suppliers of the software listed there. These sites most likely will answer questions, and certainly have plenty more information about the products, and even allow you to order them on-line if you wish. Note though, that if you are planning to buy the SPSS base and several modules, you may be able to get a package price if you call them to discuss what you need. Finally, please put any complaints in a stamped, self-addressed envelope (SASE). Make sure the envelope is sealed and that you include the correct postage before mailing. Then watch your mailbox carefully. 

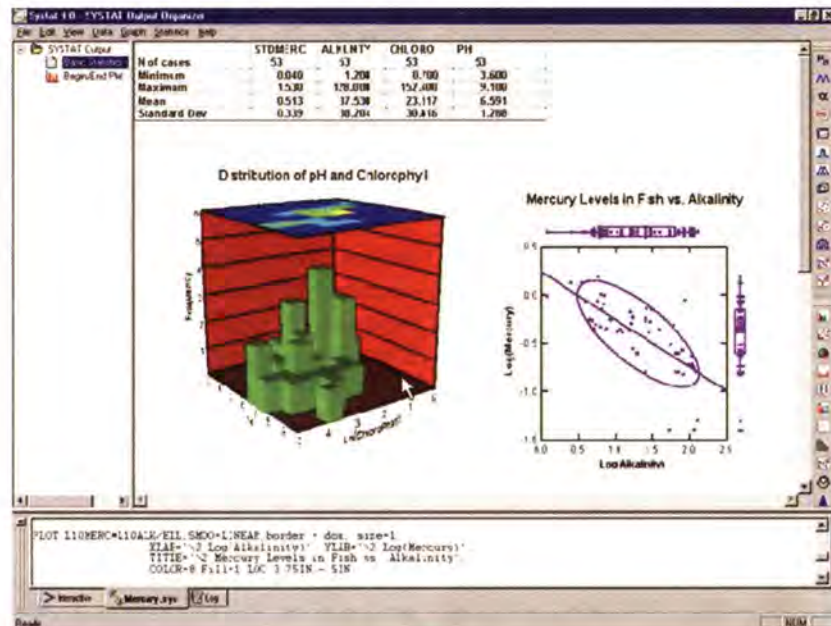


Figure 3: SYSTAT shows all you ever needed to know about everything.

offer a server version like SPSS, so you cannot use it to reach into and push around an asteroid-sized mass of data on a server. However, if you can get a very large sample from that server, then SYSTAT will provide you with as many analytical methods as you can find in any PC-based statistics program. In short, SYSTAT provides all the tools you would ever need to mine every recognizable fragment from your data.

The part you have been waiting to read

Now we have arrived at the conclusion of the article, with the hopes that several important lessons have become clear. More or less in the order presented, here they are.

• It's possible (and perhaps mandatory) to say a lot about data mining without imparting too much meaning.

• Data mining is a pretty ripe target for various denigrating comments. (Perhaps we could even pull out an old quote from Don Marquis and say

same old analytical procedures you know — it's all things that you already can do. Much of it, in fact, is being done at a more rudimentary level than you would imagine possible. Its practitioners range all the way down to hardware-expert types who are busy posting articles with catchy titles like, "It's good to know your customer."

• The idea that you need to analyze every piece of data in a database, rather than using a very large sample, is both foolish and wasteful. Nonetheless, all the signs point toward our needing to start slinging the terabytes fairly soon, because some people will never get the idea that this is not necessary.

• It's time for the data analytical community (and especially the market researchers) to stake their claim in this territory, instead of leaving the mine to all those other people who don't know nearly as much about what they are doing.

As far as the software goes, here are the main points.

Survey Monitor

continued from p. 8

knowledge and personal satisfaction from cooking.”

The survey was conducted in conjunction with Find Your Inner Chef @ Corningware eSchool, which teaches home cooking fundamentals on-line at www.corningware-eschool.com.

Essentially, the survey revealed that the more culinary skills and techniques home cooks possess, the more they enjoy cooking and, consequently, the more likely they are to cook meals from scratch and entertain friends and family.

The survey indicated:

- Those who already know how to cook really enjoy cooking.
- Those who don't know how to cook well enjoy it less.
- Most respondents believe they could become much better cooks if an easy way to learn more techniques was available to them.

Unfortunately, only 13 percent of those surveyed gave themselves an “A” for excellent when asked to grade themselves as cooks. The remainder selected: “B” or above average, 43 percent; “C” or average, 41 percent; “D” or below average, 3 percent.

Just as revealing are these attitudes about enjoyment of cooking:

- 46 percent of home cooks enjoy cooking all or most of the time — and a majority of this group consider themselves above-average cooks;
- 31 percent enjoy cooking some of the time;
- 20 percent don't like it but consider it a necessity;
- 3 percent claim to hate it.

Above-average cooks are 50 percent more likely to say they enjoy cooking than those who rate themselves as average or below-average cooks. Most importantly, a majority (59 percent) believe they could be much better cooks if there were an easy way to learn more techniques. This sentiment was repeatedly echoed by seven out of 10 younger moms (age 18-34) who graded their cooking average or below.

Respondents who enjoy cooking are 30 percent more likely to cook from scratch, and those who cook from scratch are far more likely to consider themselves above-average cooks. Of those

moms who cook from scratch, 95 percent enjoy cooking and 86 percent grade themselves an “A” or “B.” Of those women who don't always cook from scratch, 73 percent enjoy cooking and only 48 percent rate themselves above average.

Whether a good cook or a bad cook, virtually all respondents (92 percent) agree that their cooking is healthier than store-bought or restaurant food.

In order to cook from scratch, home cooks need to have mastered a number of basic cooking techniques, and those who enjoy cooking have those skills. These accomplished cooks are significantly more likely to bake, grill, roast, sauté, steam, broil, stir-fry and braise. Respondents who don't enjoy cooking are more likely to microwave, boil and fry. Virtually all participants have a microwave and use it to reheat, but only one in three actually use it to cook from scratch — implying a lack of knowledge about the many applications of this efficient kitchen tool.

Whether they enjoy cooking or not, eight out of 10 home-cooks agree that they are very interested in learning easier and faster ways to prepare dinner from scratch. That's probably because 98 percent of families surveyed eat together an average of five times per week, and four dinners during the week are from scratch. When they're not cooking from scratch, they're using pre-packaged items and quick helpers twice per week and take-out once per week. Contrary to what might be supposed, only one-third took their family to dinner at a fast-food restaurant in the week prior to the survey.

Most importantly, almost two-thirds of all home cooks want to cook from scratch more often. Also, there is a big difference based on whether they already cook from scratch: 68 percent who don't already cook from scratch want to do so, while only 41 percent of those who already cook from scratch want to increase the frequency.

On average, most of those surveyed have a repertoire of 11 dinners which they prepare time and time again. By contrast, one-fifth of those surveyed, who insisted they always prepare dinner from scratch, have a significantly larger repertoire — 15 dinners — they repeatedly prepare. The correlation between knowledge/skill, enjoyment and number of

menu selections is quite strong.

Using recipes is still very popular among the best and worst of cooks, although a quarter of respondents don't know where to look for quick, interesting recipes. Only 36 percent believe that once you learn basic skills, you don't need to rely on recipes. Seven out of 10 respondents are Internet users, and 40 percent of them look for recipes on the Internet.

A national sample of 300 mothers between 18 and 49 years of age was administered by Leflein Associates, Inc., Fort Lee, N.J., using a CATI system. The national database of households with children was acquired through birth records and other public and private sources; qualified respondents had at least one child age 12 or younger, did some of the cooking for their household, and were not employed in a profession related to survey subject matter.

Survey profiles Bay Area Chinese-Americans

A survey of Chinese-American consumers in the San Francisco Bay Area reveals their strong preference for certain brands over key competitors in specific product categories as well as their demographic profile and language preferences. The study, commissioned by KTSF Television and conducted by Interviewing Service of America, Van Nuys, Calif., included interviews with a random sampling of 500 Chinese-American residents in the San Francisco Bay Area.

Following are some key findings from the interviews, which were conducted between July 20th and August 3rd of last year:

- **Telecommunications:** AT&T has the dominant share of the Chinese residential market. MCI and Sprint are distant second and third. More than two-thirds of Chinese households make international calls monthly, placing an average of 3.8 calls. Over a third use 10-10 numbers to place international calls.

- **Fast-food restaurant patronage:** Two-thirds (65 percent) of Chinese consumers visit at least one fast-food/hamburger restaurant monthly. McDonald's has the largest share by a wide margin (41 percent share), followed by Burger King with a 16 percent share. Jack in the

Box, Carl's Jr and In N'Out Burger have minor shares. About a third of Chinese consumers express no opinion as to their preference in terms of best value and best place for hamburgers, indicating the potential for chains to win new customers.

- **Banking:** Bank of America has the largest share of Chinese bank customers with a 35 percent share. Wells Fargo follows with a 17 percent share. United Savings, American Savings, and Washington Mutual are the only other banks with a larger than 5 percent market share.

- **Soft drinks:** More than half (53 percent) of Chinese consumers prefer Coca-Cola by a wide margin over other soft drinks. Eight out of 10 Chinese consumers purchase soft drinks.

- **Computer ownership/Internet usage:** Three-quarters of Chinese households own a home computer. IBM, Compaq, Apple, H-P, and Dell are the most popular brands, with IBM leading with 16 percent. Fifty-eight percent of Chinese households have access to the Internet. AOL has the dominant share of Chinese Internet usage, with a 39 percent share. Yahoo is by far the most popular Web site.

- **Headache remedy/pain relievers:** Tylenol was widely preferred by the Chinese, used by 50 percent. Advil had a 9 percent share. Bayer Aspirin, Anacin, Excedrin, Aleve and other brands were also measured.

- **On-line stock/mutual fund trading:** Twenty-two percent of Chinese households trade stocks/mutual funds on-line. Charles Schwab and E-Trade have the dominant share of the market.

- **Life insurance:** Half (49 percent) of Chinese-Americans in San Francisco area currently have life insurance. New York Life is the life insurance preferred by Chinese-Americans in the San Francisco area. Met Life and Prudential also have a substantial share.

- **Shampoo usage:** Pantene Pro-V is the most popular brand of shampoo amongst Chinese consumers, followed by Head & Shoulders.

- **Car ownership/purchase:** Ninety percent of Chinese households own/lease a car; the average number of cars per household is 1.1. The most popular cars are Toyota (35 percent share), Honda (21 percent) and Nissan (11 per-

cent). Almost three-quarters (73 percent) of the cars were purchased new. One out of four Chinese households plan to buy a new car in the next 12 months.

- **Air travel:** Fifty-two percent of Chinese households (one or more members) have traveled by air internationally in the past 12 months. United, Singapore and China Airlines are the airlines most often utilized for international air travel. The most often utilized airlines for domestic travel are United (27 percent) and Southwest (16 percent).

- **Amusement parks:** About four out of 10 Chinese households visited an amusement park in the past year. Disneyland (52 percent) is the most frequented amusement park, followed by Great America (19 percent) and Universal Studios (18 percent).

- **Las Vegas:** Almost half of Chinese households visited Las Vegas in the past year. MGM Grand, Circus Circus and the Mirage are the most popular hotels among Chinese-Americans.

- **Electronic equipment:** Forty-three percent of Chinese households purchased electronic equipment in the past year. Computers, TVs, cell phones and VCRs were the most frequently purchased items. Circuit City, Good Guys and Fry's were the most frequented outlets.

The study found that most interviewees remain dependent on their native language, despite the fact that the average Chinese-American has lived in the U.S. for 16 years. Almost half speak Chinese at home all of the time and another third speak predominantly Chinese at home. A vast majority (85 percent) elected to speak Chinese during the interviews rather than English. Consistent with their dependence on their native language, the majority recalls having read, seen or heard advertising in Chinese. For a copy of the study call Lisa Skriloff at 212-242-3351, fax your business card to 212-691-5969 or e-mail infobrokr1@aol.com. The study may be viewed on-line at www.ktsf.com.

On-line directory scores with users

On-line shopping directories may only be five years old — as compared to

the 100-year success of the print Yellow Pages — but a usage survey shows that consumers are using Bell Atlantic's BigYellow to contact businesses and purchase products and services at nearly the same rate as the print Yellow Pages.

BigYellow, an on-line shopping directory, announced the results of an on-line site survey conducted by NFO Ad:Impact of 1,500+ respondents who visited the BigYellow site. The site visitor profile was comprised of both prior users (80 percent) and first-time users (20 percent).

The study found that 84 percent of prior BigYellow site users contacted a business based on a search, and 62 percent went on to purchase a product. This is a 52 percent conversion rate for prior Big Yellow visitors. For first-time users, 67 percent contacted a business with 41 percent purchasing a product. In comparison, a 1998 NYPM Ratings Study of print Yellow Pages usage conducted by NFO Ad:Impact showed that 81 percent of Bell Atlantic Yellow Pages references resulted in contacts, with 57 percent resulting in a purchase.

Other findings show that the BigYellow visitor is typically a repeat visitor — 10 times a month. And, on average, visitors spend more than 10 minutes searching BigYellow's business and residential listings each time they visit. The most frequently searched categories included retail shopping, restaurants, computers, entertainment, travel, auto, and home improvement. And, the visitors themselves were educated professionals. More than 60 percent had completed college. Executives, professionals, and those in a technical position accounted for 87.5 percent of the visitors. And, 90 percent of the visitors had household incomes of at least \$50,000 per year.

The NFO Ad:Impact study was conducted for two weeks in April 1999 with a sample of 1,530 self-selected respondents answering 38 survey questions. Respondents who successfully completed the survey received a T-shirt incentive. Site visitors were randomly asked to participate in the survey via an nth pop-up window.

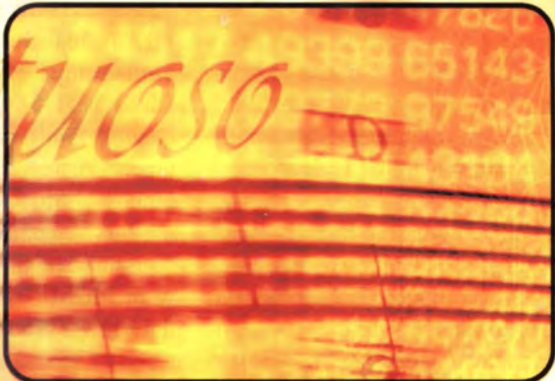


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MARITZ® MARKETING RESEARCH INC.

Product & Service Update

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newsletters from research organizations in North America, Europe and Australia. Current publishers include International Data Corporation (IDC), Cahner's In-Stat Group, ActivMedia, U.K.-based Fletcher Research, Computer Technology Researchers, Simba and Plunkett Research. Other recently added publishers include Australia-based APT Strategies, Zona Research and eMarketer. AllNetResearch.com covers reports on Internet demographics, geography, e-commerce, telecommunications, finance and advertising. Prospective Internet research buyers can conduct keyword searches for reports on-line, retrieve descriptions of publications and tables of contents, as well as buying and shipping information.

Service grabs price data from Web sites

Liaison Technology, Austin, Texas, has launched the Dexter Price Tracker service, which captures current pricing data from the Internet through a Live Data ASP (Application Service Provider), allowing purchasing and merchandising managers to automatically extract live product and pricing data from any on-line seller's Web site into their business or desktop applications. Dexter Price Tracker utilizes Liaison's Live Data ASP model and the Dexter technology to collect Web content, convert it into usable data, and automatically deliver the data to business applications. The product allows users to receive the selected data as often as they want it. Users can add, subtract, or change data collection criteria and can trace all activities through an automatically generated audit trail. The product is available on a monthly subscription basis. Users download a Price Tracker Client free of charge and subscribe based on the number of products tracked monthly. For more

information call 512-345-0020 or visit www.liaison.com.

New kidswear market info from NPD

To help manufacturers and retailers monitor key trends in the childrenswear industry, The NPD Group, Inc., Port Washington, N.Y., will expand its retail point-of-sale information service (POSTS) to include the total childrenswear market. The POSTS Childrenswear reports, available in March, will be based on actual scanner data from mass merchant retailers including Wal-Mart, Kmart and Target; and upscale retailers including Federated Department Stores, Saks Inc., Dayton Hudson DSD, Kids 'R' Us, J.C. Penney, and other leading retailers. Data represent more than two-thirds of childrenswear sales across both channels. Once the information is aggregated from participating retailers, NPD projects the data on total sales within each channel.

The service will provide comprehensive analysis on brand movement, product performance, sell-through, price points and brand sensitivity to pricing changes. Data on all children's apparel will be tracked by channel, product category and brand. Reports will be available for each channel.

In spring 2000, NPD will release a research report covering childrenswear licensed brands and characters. The study will incorporate areas such as brand awareness, brand purchasing, overall satisfaction ratings and future purchasing intent. It will provide insight on why consumers purchase particular childrenswear brands and licensed apparel products. Key questions about the role of licenses and brands in the consumer purchase decision, the influence of media, the longevity of licenses and children's influence on clothing purchases will be answered in this study. This survey will be fielded via the NPD Online Panel. For more information contact

Robyn Teplansky at 516-625-4395 or at robyn_teplansky@npd.com or visit www.npd.com.

New releases from Raosoft

Raosoft, Inc., Seattle, has released Raosoft InterForm99 for the Internet, a software program that provides Web form design for data collection of questionnaire-type applications. Response counts can be tracked also during data collection. Forms can be posted to any standard Web server. The company has also released SURVEYWin Version 4.2 for Windows 95/98 and NT for improved electronic form design and more statistical analysis. Data may be collected by LAN or intranet, diskette, or e-mail. Non-expert users may design complex questionnaire-type applications for data collection forms for multiple types of electronic data collection and obtain reports afterward. For more information call Catherine McDole Rao at 206-525-4025.

IRI product measures category management effectiveness

Consumer packaged goods manufacturers, retailers and brokers spend a tremendous amount of time and effort creating category management plans — both analyzing the information and executing the plans in the store. To help streamline this process, Information Resources, Inc., Chicago, has released Version 2.1 of its Account Traffic Builder, a part of its Consumer Knowledge Suite of products based on the company's consumer purchase panel data and census scanner information.

A leading reason that manufacturers are successful in category management is the level of consumer insights they bring to their plans. In fact, a recent survey by IRI's Neo, Inc. consulting unit reported that providing consumer insights was the

number one reason retailers named specific manufacturers as leaders in category management support.

With updated data and expanded outlet coverage, Account Traffic Builder Version 2.1 tracks changing consumer habits while providing clients with a comprehensive category management tool. Account Traffic Builder (ATB) provides a category scorecard on how consumers' purchasing behavior changes across time and provides information on an account specific basis.

The new version of Account Traffic Builder provides manufacturers, retailers and brokers with the most current analysis of their category management plan. The product's new enhancements include: updated consumer purchasing dynamics and account-level census store data; expanded panel coverage for 19 markets; new consumer measures of buyer closure — the percent of households buying the category at the account, trip incidence — the number of category trips, and trip conversion — the percent of category trips at the account; additional outlet tracking into alternative channels. For more information visit www.infores.com.

SPC product from SPSS

SPSS Inc., Chicago, is now shipping QI Analyst Enterprise 4.0, a new statistical process control (SPC) product that helps manufacturers leverage their data and experience to solve business problems. QI Analyst Enterprise uses a common database to communicate information across the organization in real-time. This SPC software enables enterprise-wide process monitoring and analysis, helping manufacturers reduce scrap, reduce rework, minimize customer returns and increase production yield. Manufacturing analysts often turn to SPC software to understand process capability and monitor

process performance. However, manufacturers that limit analysis to the back office often miss key opportunities for process improvement. Because the new QI Analyst release is geared toward enterprise-wide implementation, it makes everyone, not just analysts, accountable for improving the process. Now, information can be efficiently delivered enterprise-wide; so process experts have the right information they need to make changes to the process at the right time. In addition, the new distributed architecture simplifies large-scale implementation because it integrates with other IT systems, is flexible for customization and communicates easily with shop-floor equipment. QI Analyst Enterprise includes two modular products with specific features that for specific uses. QI Analyst Controller is a full version of the software that offers complete functionality for setup, monitoring

and analysis in the back office. QI Analyst Workstation is typically used on the shop floor and enables local data entry and viewing. For more information visit www.spss.com.

New survey of individual investors

Rivel Research Group has published a survey of active and substantial individual investors (those personally managing equity portfolios in excess of \$50,000, not including money invested in mutual funds or a 401k) that outlines the scope of their Web usage as well as the size of this market. Entitled "Individual Investors and the Internet," this proprietary research was completed among a nationally representative sample of these individuals in December. For more information contact Keith Bossey at 203-226-0800 or at kbossey@rivel.com.



Your chance to make history

...a case history, that is.

As a QMRR reader, you know that in each issue we present case history examples of successful research efforts, examining the goals behind a project, its methodologies and how the research results were used to launch a new product, improve service, or fine-tune an advertising campaign, for example.

We're currently planning the next several issues of QMRR and we're looking for research projects in the following areas to profile: ethnic research, international research, focus groups, and Internet/on-line research. If your company or organization has a research project in any of these areas that would make an interesting case history, we want to cover it!

A QMRR writer conducts the necessary interviews by phone and then writes a draft of the story. Because the case histories may touch on sensitive information, we allow interviewees to read a draft of the story before it goes to press. Please contact Joseph Rydholm, QMRR editor, for more information or to discuss a story idea.

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LifeLite

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the front door to help the interviewee visualize the concept. The product received very high acceptance, with 91 percent of the total sample rating LifeLite as favorable. Acceptability was generally equal between genders, income levels, and ages. People living in rural areas and those with young children (newborn to five years) indicated the strongest intent to purchase, with 64 percent and 73 percent, respectively, indicating they would definitely or probably purchase.

In the research, 41 percent of senior citizens interviewed indicated they would probably purchase LifeLite, making retirement communities and facilities a good market for this product. Households with handicapped adults also showed a strong interest, with 36 percent responding with favorable purchase intent.

Similar products

While similar products are available in the market today, they don't provide the reliability and functionality of the LifeLite. A variety of products are available that turn on a porch light or special light unit when a switch is activated inside the house. These systems are manually-activated devices that cost up to \$250. Caller-activated products have several critical deficiencies that are of real concern to the emergency response community, including:

- callers must remember to activate them;
- the switch devices are prone to misuse for non-emergency situations, such as aiding pizza delivery;
- they can be wrongly deactivated, particularly in domestic abuse or burglary situations.

Marketed by phone companies

As the research showed, to achieve optimum earning potential, LifeLite could be marketed by local telephone companies as an add-on service for a monthly fee, similar to Caller ID, or by public utilities or home security companies. One advantage of using the existing phone company service fee strategy is that it provides a continuous

revenue stream versus the revenue that would be derived from a one-time purchase of the mechanism. In addition to the suggested monthly service fees, telephone companies could also derive revenue from sales as a product, from installation fees. The product and installation could be provided at no cost and revenue generated merely from a monthly service fee.

Discussions with one telephone company supported this marketing

As the research showed, to achieve optimum earning potential, LifeLite could be marketed by local telephone companies as an add-on service for a monthly fee, similar to Caller ID, or by public utilities or home security companies.

strategy. The company reported signing up 25 percent of its customer base within a four-year period to the Caller ID service, at an average fee of \$3.50 per month. Telephone company officials have conservatively estimated the projected market share and penetration time for LifeLite will equal or better those produced by Caller ID.

The rapid earning potential of this product is impressive. If it were to be marketed by local telephone companies as an add-on service for the rate of only 5 to 10 cents per day (i.e., \$1.50 to \$3 per month), based upon a potential 100 million users (i.e., households), the potential gross revenue for this product is \$3.6 billion per year. Citing

the success telephone companies have achieved in marketing Caller ID, given a comparable growth rate (four years) and market share (25 percent), LifeLite could generate gross revenue of \$450 to \$900 million per year from service fees alone after four years.

While the majority of consumers surveyed did not favor the distribution through the local phone company initially (only 46 percent indicated they were very or somewhat likely to purchase), the majority (58 percent) did end up favoring the phone company over hardware and electronic stores. Distribution, therefore, should be through the local telecommunications companies, as they have the ability to reach a far broader population base than does a traditional retail approach. In addition, these companies can provide installation and service to their customer base more effectively than any other organization.

Consumer response to cost and the monthly service fee showed that 41 percent would be willing to spend \$1.50 to \$3.00, while 24 percent were willing to pay as much as \$5 or more to have constant access to the 911-activated service. The majority of those who were surveyed (60 percent) indicated a willingness to pay up to \$20 if the device were sold in retail stores.

Into production

OLETEC is meeting with manufacturers and hopes to have a deal in place soon to bring LifeLite to market. Perhaps the experience will make it easier to bring other promising products off the drawing board and into production. Research will no doubt play an important role. "Getting accurate market research data is difficult and typically requires a close alliance with the public safety community," Chard says. "OLETEC is currently developing the model and protocols to effectively perform this function. McMillion has been very cooperative in molding some of their consumer product market research approaches to the public safety market. Some work better than others and we will be continually refining approaches based the specific product and market entry criteria." (4)

Research Industry News

continued from p. <None>

\$26.00 per share exercisable in certain circumstances in lieu of the transaction fee. The deal is anticipated to close at about the end of the first quarter of 2000.

Benjamin Rietti, the former marketing manager of London-based **ISPC**, has bought all rights to the iite software product range from ISPC — the software and consultancy company started in 1991 by Mark Katz. The deal gives Rietti's new company, **e-tabs**, full rights to develop, market and sell the suite of iite electronic fiche software to market research companies throughout the world. This will also give Katz and his team more time to develop their marketing research, IT and Internet interests through their new company, Mark-it. The name of the iite software suite will be changed to e-tabs.

Capita Research Group, Inc., Blue Bell, Pa., has completed a private sale of the company's securities to a major institutional investor in an initial transaction valued at \$500,000, with the potential of an additional \$1.5 million. Proceeds of the sale will be used for marketing and general corporate purposes. No further details of the transaction were available.

Market Facts, Inc., Arlington Heights, Ill., has acquired **Motoresearch, Inc.**, a Troy, Mich., firm specializing in international automotive consumer research. Motoresearch will operate as a subsidiary of Market Facts under the direction of its current management team led by founder William Saunders, and partners Elizabeth Mattar and Scott Miller.

St. Louis-based **Maritz Marketing Research Inc.** has opened a new 110,000-square-foot facility in Maumee, Ohio, which will serve as world headquarters for the firm's Automotive Research Group, which had previously operated from two locations in Toledo, Ohio. Separately, *PC Week* magazine's Fast-Track 500 list ranked Maritz 13th in the advanced use of Web and e-business technology. The list was compiled by evaluating more than 200,000 corporate Internet sites.

Scientific Telephone Samples has moved to 27121 Towne Centre Dr., Suite 290, Foothill Ranch, Calif., 92610. Phone 800-944-4787. Fax 949-609-4577.

Opinion Research Corp., Princeton, N.J., has surpassed \$11 million in Federal Government task orders awarded through the General Service Administration's Management, Organization, and Business Improvement Services (MOBIS) Federal Supply Service program.

Capstone Research has moved to 695 Route 46 West, Fairfield, N.J., 07004. Phone 973-575-6161. Fax 973-575-6980.

Conway|Milliken & Associates (CMA), Chicago, has changed its name to **Research International USA**. CMA has been operating as a division of Research International USA since it was acquired in June 1998.

Brand New Corporation, Portland, Ore., will conduct research for the

Oregon Raspberry and Blackberry Commission to explore awareness of raspberries' and blackberries' nutraceutical properties in the pharmaceutical, natural food, and mainstream food markets, and actively pursue new product development in those markets.

Research consulting firm **Harriet Bloch, Inc.** has moved to 110 W. 57th St., 3rd floor, New York, N.Y., 10019. Phone 212-838-5469. Fax 212-245-2851.

Survey.com's BI/DW Research Program and *Intelligent Enterprise* magazine have announced a cooperative research initiative designed to produce a series of comprehensive reports on data warehousing and ERP. The first research objective will be to identify the major trends associated with business-to-business e-commerce and IT's plans for Web enabling ERP information. The research will be conducted by surveying a pre-qualified panel of users and decision makers that has been cooperatively established by Survey.com and *Intelligent Enterprise* magazine.

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Alan Grabowsky, President
Services: CD, DE, DT, SC, SA

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Ph. 781-862-2804
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Dr. Yecheng Wu, President
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Accountability Information Management, Inc.
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Palatine, IL 60067
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(See advertisement on p. 58)

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(See advertisement on p. 105)

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(See advertisement on p. 106)

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(See advertisement on p. 85)

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(See advertisement on p. 107)



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(See advertisement on p. 50)

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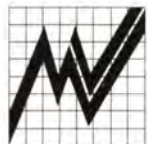
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(See advertisement on p. 5)

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(See advertisement on p. 119)

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 JRP Marketing Research Services
 K P C Research
 Ketron
 KG Tabs, Inc.
 Kramer Marktforschung GmbH
 Kudos Research

L&S TeleServices, Inc.

Lein/Spiegelhoff, Inc.

Leone Marketing Research
 Charles R. Mann Associates, Inc.

Maritz Marketing Research Inc.
 Market Advantage Consulting & Software
 Market Decisions Corporation
 Market Development Associates, Inc.
 Market Perceptions, Inc.

Market Probe International, Inc.
 Market Probe, Inc.
 Market Research Software Ltd.
 Market Resource Associates, Inc.
 The Market Segment Group
 Market Trends, Inc.
 Marketing & Research Resources, Inc.
 Marketing Masters

Marketing Systems Group**MarketVision Research™**

Mathematical Data Systems, Inc.
 Matrix, Inc.

The Matrix Group, Inc.

Maverick Research Inc.

Media Market Reports, Inc.

Megatab

Mercator Corporation

MERCURY Marketing and Research Consultants

MessageMedia

Meta Information Services

Michelson & Associates, Inc.

Microtab, Inc.

Mid-America Research/Facts In Focus

The Miller Research Group, Inc.

MindSearch

MR&S Market Research & Services GmbH

National Survey Research Center

NCO TeleResearch

NCS

NETWORK

New Orleans Field Services

Niche 1 Insight, Inc.

Nichols Research, Inc.

NIPO, The Market Research Institute

NorTex Research Group/Dallas

North Coast Behavioral Research Group

C.J. Olson Market Research, Inc.

Opinion Access Corp.**Opinion Search, Inc.**

OPINIONation

Opti-Market Consulting

Optimum Solutions Corp.

PAI-Productive Access, Inc.

Paradigm Technologies Int'l.

Pat Henry Market Research, Inc.

PGM Incorporated

PhoneLab Research

PhoneSolutions, L.L.C.

Pilot Survey Statistics

Pine Company

PMR-Personal Marketing Research, Inc.

Point-of-View™ Survey Systems

Power Knowledge Software

Precision Research, Inc.

P-STAT, Inc.

Pulse Train Technology**Quality Controlled Services**

Quantum Consulting, Inc.

Quest Research

QUESTAR

Quick Tab Associates, Inc.

R.I.S. Christie - The Data Collection Co.

Raosoft, Inc.

ReData, Inc.

Research Connections Talk City

The Research Source, Inc.

Ross Data Services, Inc.

RSVP/Research Services

RTNielsen Company

Saja Software, Inc.

Scantron Technologies

Schlesinger Associates, Inc.

SDR Sampling Services

Senecio Software, Inc.

Service Industry Research Systems, Inc. (SIRS)

Socratic/Modalis

Southwest Planning & Marketing

SPSS MR**Star Data Systems, Inc.**

StatPac, Inc.

William M. Strahle & Associates

Strategic Insights, Inc.

Strategic Marketing Services

Strategic Power

STS Market Research

Suburban Associates

Superior DataWorks, LLC

Survey Analysis, Inc.

Survey Network Data Processing, Inc.

Survey Service, Inc.

Techtel Corporation

Teller Tab Services, Inc.

A. Tent & Associates

Trewhella, Cohen & Ar buckle, Inc. (T/C/A)

Triton Technology

USADATA.com

Venture Marketing Associates, Inc.

Venture Research Corporation

Watts Marketing Research

Jan Werner Data Processing

Western Wats Data Services Center, LC

Yee/Minard & Associates, Inc.

SCANNING SERVICES

ABACO Marketing Research, Ltd.

Able Software Corp.

The Accutab Co.

ACG Research Solutions**ADAPT, Inc.**

Adrian Information Strategies (AIS)

Advanced Data Research, Inc.

AIS Market Research

The AMI Group of Companies

Analysis & Research Service

The Analytical Group, Inc.

Austin Trends

AutoData Systems

Behavior Research Center

The Blackstone Group

Michael Blatt & Co., Inc.

Business Research Services, Inc.

Consumer Pulse, Inc.

CRC Data Systems

Creative Research Systems

Data Recognition Corporation

Data Vision Research, Inc.

DESAN Marketresearch BV

Eagle Research - Atlanta

Eagle Research - Denver

Elrick & Lavidge

Forum Canada Research, Inc.

Innovative Medical Research, Inc.

International Data Corp.

J & D Data Services

Leone Marketing Research

Market Analytics, Inc.

Market Development Associates, Inc.

Market Perceptions, Inc.

Market Probe International, Inc.

Market Probe, Inc.
 The Matrix Group, Inc.
 Media Market Reports, Inc.
Mercator Corporation
Microtab, Inc.
 Mid-America Research/Facts In Focus
 NCS
Opinion Access Corp.
Opinion Search, Inc.
 Optimum Solutions Corp.
 Paradigm Technologies Int'l.
Pine Company
 Point-of-View™ Survey Systems
 Principia Products, Inc.
Pulse Train Technology
 QUESTAR
 ReData, Inc.
 Scantron Technologies
 Service Industry Research Systems, Inc. (SIRS)
 Standard Data Corporation
 Standard Data Prep
Star Data Systems, Inc.
 Strategic Marketing Services
STS Market Research
 Superior DataWorks, LLC
 Survey Service, Inc.
 A. Tent & Associates
 Yee/Minard & Associates, Inc.

STATISTICAL ANALYSIS

ABACO Marketing Research, Ltd.
 Accountability Information Management, Inc.
 The Accutab Co.
ACG Research Solutions
 Adrian Information Strategies (AIS)
 Advanced Analytics, Inc.
 Advantage Research, Inc.
 AIS Market Research
 American Opinion Research
 The AMI Group of Companies
 Analysis & Research Service
The Analytical Group, Inc.
Apian Software, Inc.
 Applied Decision Analysis LLC
 The Arbitron Company
 Ardisson & Associates, Inc.
 Atlantic Marketing Research Co., Inc.
 Austin Trends
 B & B Research Services, Inc.
 William M. Bailey, Ph.D.
 Beach Tech Corporation
 Behavior Research Center
 The Blackstone Group
 Michael Blatt & Co., Inc.
 Bretton-Clark
 Business Research Services, Inc.
 CACI Marketing Systems
 Claritas Inc.
 Cognos Corporation
 Comstat Research Corporation
 Consumer Pulse, Inc.
 Convergys Mktg. Rsch. & Database Consulting Svcs.
 Creative Research Systems
 Crimmins & Forman Market Research
 Cunningham Field & Research Service, Inc.
 Data & Information Services
Data Recognition Corporation
 Data Source
 Data Vision Research, Inc.
DATAN, Inc.
 Datanetics
 DataStar, Inc.

Dataxiom Software, Inc.
Decision Analyst, Inc.
 Delphus, Inc.
 DESAN Marketresearch BV
 Diffsimilar Analytics
 Digital Research, Inc.
Directions In Research
 Drago Consulting Inc.
 Eagle Research - Atlanta
 Eagle Research - Denver
 Elrick & Lavidge
 Essex 3 Tabulations
 Essman/Research
 E-TABS Limited
Facts International Ltd.
First Market Research Corp.
 Flake-Wilkerson Market Insights, LLC
 Forum Canada Research, Inc.
 Goldfarb Consultants
 Goldfarb Consultants Brasil
 Hagler Bailly
 Holleran Consulting
 HR and Associates, Inc.
 I.S.I.S.-Integrated Strategic Information Services
 Informative, Inc.
 InfoTek Research Group, Inc.
 Innovative Medical Research, Inc.
 Inquire Market Research, Inc.
 Insight Analysis
 The Institute for Perception
 Intelligent Analytical Services
 International Data Corp.
 Interviewing Service of America, Inc.
 R. Isaacs Computing Associates, Inc.
 Issues and Answers Network, Inc.
 J & D Data Services
 JRP Marketing Research Services
 K P C Research
 Ketron
 Stanford Klapper Associates, Inc.
 Kramer Marktforschung GmbH
 Kudos Research
L&S TeleServices, Inc.
 MACRO Consulting, Inc.
 Charles R. Mann Associates, Inc.
 Manugistics, Inc.
Maritz Marketing Research Inc.
 Market Advantage Consulting & Software
 Market Analytics, Inc.
 Market Decisions Corporation
 Market Development Associates, Inc.
 Market Perceptions, Inc.
 Market Probe International, Inc.
 Market Probe, Inc.
 Market Research Software Ltd.
 Market Resource Associates, Inc.
 The Market Segment Group
 Market Trends, Inc.
 Marketing & Research Resources, Inc.
Marketing Systems Group
MarketVision Research™
 Mathematical Data Systems, Inc.
 The Matrix Group, Inc.
 Matthews Research
 Media Market Reports, Inc.
Mercator Corporation
 MERCURY Marketing and Research Consultants
MessageMedia
 xMeta Information Services
 Michelson & Associates, Inc.
Microtab, Inc.
 Mid-America Research/Facts In Focus
 The Miller Research Group, Inc.
 MindSearch

MR&S Market Research & Services GmbH
 Gary Mullet Associates, Inc.
 National Survey Research Center
 NCO TeleResearch
 NCS
 Niche 1 Insight, Inc.
NIPO, The Market Research Institute
 NorTex Research Group/Dallas
 North Coast Behavioral Research Group
 C.J. Olson Market Research, Inc.
Opinion Search, Inc.
 OPINIONation
 Opti-Market Consulting
 Optimum Solutions Corp.
PAI-Productive Access, Inc.
 Paradigm Technologies Int'l.
 Pat Henry Market Research, Inc.
Perseus Development Corporation
 PhoneSolutions, L.L.C.
 Pilot Survey Statistics
Pine Company
 PMR-Personal Marketing Research, Inc.
 Point-of-View™ Survey Systems
 Power Knowledge Software
 P-STAT, Inc.
 Pulse Analytics, Inc.
 Quantum Consulting, Inc.
 Quest Research
 QUESTAR
 Raosoft, Inc.
 ReData, Inc.
 Renaissance Research & Consulting
Research Connections Talk City
 RONIN Corporation
RTNielson Company
 Ruf Strategic Solutions
 Saja Software, Inc.
 Salford Systems
 Scantron Technologies
 SDR Sampling Services
 Silicon Valley Market Research
Socratic/Modalis
 Southwest Planning & Marketing
 Spectra/Market Metrics, Inc.
 Spring Systems
SPSS MR
 Standard Data Corporation
 Standard Data Prep
Star Data Systems, Inc.
 Statistical Graphics Corporation
 StatPac, Inc.
 StatSoft, Inc.
 Strategic Insights, Inc.
 Strategic Marketing Services
 Strategic Power
STS Market Research
 Superior DataWorks, LLC
 Survey Analysis, Inc.
 Survey Service, Inc.
 Surveys & Forecasts, LLC
 SurveySite Inc.
 Tactician Corporation
 Techtel Corporation
 A. Tent & Associates
 Tournade & Associates
 Triton Technology
 USADATA.com
 Venture Research Corporation
 VOXCO Inc.
 Watts Marketing Research
Western Wats Data Services Center, LC
 Yee/Minard & Associates, Inc.

2000 Directory of Marketing Research Software

Following is a list of firms that produce and sell marketing research software. On page 122 is a cross-reference of software features/functions and on page 125 is an alphabetical list of the software packages and their makers. If you're looking for firms that provide data processing and statistical analysis, consult the directory on page 79.



Able Software Corp.
5 Appletree Ln.
Lexington, MA 02420-2406
Ph. 781-862-2804
Fax 781-862-2640
E-mail: info@ablesw.com
www.ablesw.com
Dr. Yecheng Wu, President
Software:
R2V for Windows & NT
3D-Doctor

Advanced Data Research, Inc.
1092 Centre Rd.
Auburn Hills, MI 48321
Ph. 248-371-1857 ext. 213
Fax 248-371-1869
E-mail: miller@adrsoft.com
www.adrsoft.com
Software:
ABASE

AFFORDABLE SAMPLES, INC.

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Affordable Samples, Inc.
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Old Greenwich, CT 06870
Ph. 800-784-8016 or 203-637-8563
Fax 203-637-8569
E-mail: ASISAMPLING@compuserve.com
James Sotzing, President

Quality samples and demographic analysis services since 1991: exact age, income, gender, new

mothers, ethnic, businesses, track/block groups, RDD, many low-incidence categories (product users, etc.), radius, census track/block groups, many others, standard formats, modern e-mail delivery, survey/sampling expertise. ASI's uniqueness lies in its ability to provide complete survey sampling capabilities at lower prices than its competitors.
(See advertisement on p. 36)

Americom Research, Inc.
25 Main St. E.
P.O. Box 8
Wartrace, TN 37183
Ph. 931-389-6094
Fax 931-389-6096
E-mail: billa@edge.net
www.research.net
Bill Ahlhauser, Exec. Vice President
Software:
Hyper Q Phone
Hyper Q Lite
Hyper Q Plus
Hyper Q I-Net

The Analytical
Group Inc.

The Analytical Group, Inc.
8687 E. Via de Ventura
Scottsdale, AZ 85258
Ph. 480-483-2700
Fax 480-905-1416
E-mail: Jack@acsinfo.com
www.acsinfo.com
Jack Pollack, President
Software:
WinQuery
WinCross
Knockout
Juggler
WinLink
Sp-Link
Q-Leap
Arthur
M-Link

WinQuery, Windows-based computer-aided interviewing system featuring easy questionnaire setup, sample management, quota control, interviewing productivity and disposition reports. WinCross, a Windows-based crosstabulations system. Full featured tabulations with point and click Windows ease of use. WinCross features include a spell checker, editor, and database capability.
(See advertisement on p. 104)

Apian Software

Apian Software, Inc.
400 N. 34th St., Ste. 310
Seattle, WA 98103
Ph. 206-547-5321
Fax 206-547-8493
E-mail: sales@apian.com
www.apian.com
Software:
Survey Pro
Key.collect
Net.collect
Survey Designer
Survey Reporter
Direct Collect
Decision Pad

Survey Pro for Windows is your total solution for surveys. Design polished questionnaires using automated layout tools, selecting among pre-built scales or creating your own. Enter data into the automatically generated data entry screens or bring responses in from scanners, the Web, or other sources. Analyze responses with tools ranging from basic frequencies to complex crosstabulations and respondent segmentation. Create professional reports with point-and-click tables, pie charts, bar graphs, comments, headings and graphics. Consider Key.collect for multi-user and distributed data entry, or Net.collect for HTML form design and Web data collection. Multi-user licenses available.
(See advertisement on p. 105)

The Analytical Group, Inc.

The Analytical
Group Inc.

Software Developers of:

WinCross™
Crosstabulation

WinQuery™
CATI, CAPI



Services:

Telephone Interviewing
Questionnaire Programming
Data Entry
Coding
Data Processing
Optical Scanning
Statistical Analysis



Chicago • Scottsdale

800.946.2767
www.acsinfo.com

Applied Decision Analysis LLC
A wholly-owned subsidiary of Price Waterhouse
Coopers
2710 Sand Hill Rd.
Menlo Park, CA 94025
Ph. 650-854-7101
Fax 650-854-6233
E-mail: lynne.weber@us.pwcglobal.com
www.adainc.com
Lynne Weber, Principal
Software:
Market Analysis Systems
DPL Decision Analysis Software

The Arbitron Company
142 West 57th St.
New York, NY 10019
Ph. 212-887-1300
Fax 212-887-1401
www.arbitron.com
Software:
MaximiSer
Media Professional
PD Advantage

ASDE Inc., PC Survey Sampler
4 George Bilodeau, Ste. 106
Hull, PQ J8Z 1V2
Canada
Ph. 819-770-3651 or 888-323-3651
Fax 819-770-3688
E-mail: info@surveysampler.com
www.surveysampler.com
Bernadette Quade
Software:
ASDE Survey Sampler

ATP Limited
Roebuck House
284/286 Upper Richmond Road West
London SW14 7JN
United Kingdom
Ph. 44-20-8878-4695
Fax 44-20-8876-0439
E-mail: info@atp.co.uk
www.atp.co.uk
Software:
Winyaps
yaps
swb 2

AutoData Systems
6111 Blue Circle Dr.
Minnetonka, MN 55343
Ph. 612-938-4710 or 800-662-2192
Fax 612-930-0100
E-mail: sales@autodata.com
www.autodata.com
Software:
AutoData Pro™ II
AutoData Survey
AutoData Survey Plus
AutoData SDK
Scannable Office

Beach Tech Corporation
4131 Vincent Ave. S.
Minneapolis, MN 55410
Ph. 612-924-9193
Fax 612-926-1145
E-mail: sales@beachtech.com
www.beachtech.com
Software:
E-Form

Bruce Bell & Associates, Inc.
425 Main St., Ste. 10
Canon City, CO 81212
Ph. 800-359-7738
Fax 719-275-1664
Software:
Abtab for Windows

Bretton-Clark
89 Headquarters Plaza
North Tower, 14th fl.
Morristown, NJ 07960
Ph. 973-993-3135
Fax 973-993-1757
Software:
Conjoint Designer
Conjoint Segmenter
Conjoint Analyzer
Conjoint Linmap
MCA⁺
Simgrat
Bridger

Business Forecast Systems
68 Leonard St.
Belmont, MA 02478
Ph. 617-484-5050
Fax 617-484-9219
E-mail: info@forecastpro.com
www.forecastpro.com
Software:
Forecast Pro
Forecast Pro XE
Forecast Pro Unlimited

CACI Marketing Systems
1100 N. Glebe Rd.
3 Ballston Plaza
Arlington, VA 22201
Ph. 800-292-2224
Fax 703-243-6272
E-mail: msgw@hq.caci.com
www.demographics.caci.com
Software:
Site Reporter
Sourcebook America

Caliper Corporation
1172 Beacon St.
Newton, MA 02461
Ph. 617-527-4700
Fax 617-527-5113
E-mail: info@caliper.com
www.caliper.com
Software:
Maptitude[®]
GISPLUS[®]

Cardiff Software
3220 Executive Ridge Dr.
Vista, CA 92083
Ph. 760-936-4500
E-mail: sales@cardiffsw.com
www.cardiffsw.com
Software:
Teleform Standard Version 6
Teleform Elite Version 6
Teleform Elite - Enterprise Edition Ver. 6
Teleform Internet Solution

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(800) 237-4565, (206) 547-5321



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www.apian.com



www.surveyhost.com

Source 467

Catapult Systems Corp.
3001 Bee Caves Rd., Ste. 220
Austin, TX 78746
Ph. 512-328-8181
Fax 512-328-0584
E-mail: inqsales@catapultsystems.com
www.inquisite.com
Sandy Dennison
Software:
Inquisite Survey

Claritas Inc.
5375 Mira Sorrento Pl., #400
San Diego, CA 92121
Ph. 800-234-5973
Fax 703-812-2701
E-mail: info@claritas.com
www.claritas.com
Kathleen Dugan, AVP, Corp. Mktg.
Software:
Compass
MarketQuest
InfoMark
Claritas Connect
Claritas Coder
Solutionseries
Claritas Mapping
PrecisionCode

Cognos Corporation
67 S. Bedford St.
Burlington, MA 01803
Ph. 781-229-6600 or 800-426-4667
Fax 781-229-9844
E-mail: susan.yeams@cognos.com
www.cognos.com
Software:
4THOUGHT

Columbia Information Systems
111 S.W. 5th Ave., Ste. 1850
Portland, OR 97204
Ph. 503-225-8418 or 800-769-0906
Fax 503-225-8400
E-mail: cis@cinfo.com
www.cinfo.com
Eric Lesh, General Manager
Software:
Perception Analyzer



Computers for Marketing Corp. (CFMC)

547 Howard St.
San Francisco, CA 94105
Ph. 415-777-0470
Fax 415-777-3128
E-mail: cfmc@cfmc.com
www.cfmc.com
Leif Gjestland, President
Software:
SURVENT
MENTOR
COSI
Sound-SURVENT
Web-SURVENT

CFMC offers a CATI and CAPI system (SURVENT) for either telephone CRT interviewing of face-to-face interviewing on free standing PC's. SURVENT can handle large and complex questionnaires and also has a quota control and phone sample module available. CFMC also offers a tabulation system

(MENTOR) designed specifically for market and opinion research and a Windows-based tabulation and graphics product (COSI) designed for the non-technical user to perform quick and easy crosstabulations and graphics from survey data. (See advertisement on p. 106)

Comstat Research Corporation
17 John Alexander Dr.
Cortlandt Manor, NY 10567
Ph. 914-739-6800
Fax 914-739-1671
E-mail: comstat@cstat.com
www.cstat.com/~comstat
Software:
Text Analysis Program-TAP

CONVERSOFT (Axiom Software)
130 Boulevard Camelinat
92240 Malakoff
France
Ph. 33-1-40-84-84-04
Fax 33-1-40-84-84-00
E-mail: info@converso.com
www.converso.com
Software:
CONVERSO CATI
CONVERSO CAPI
CONVERSO CASI

Creative Research Systems
411 B St., Ste. 2
Petaluma, CA 94952
Ph. 707-765-1001
Fax 707-765-1068
E-mail: surveys@usa.net
www.surveysystem.com
Lisa Bacon, V.P. Sales
Software:
The Survey System

Cybernetic Solutions - The Survey Software
3251 W. 6610 S.
West Jordan, UT 84084-6902
Ph. 801-966-0999 or 800-359-3386
Fax 801-964-9574
E-mail: cyberman@xmission.com
www.xmission.com/~cyberman
Software:
THE SURVEY

Cytel Software
675 Massachusetts Ave.
Cambridge, MA 02139
Ph. 617-661-2011
Fax 617-661-4405
E-mail: sales@cytel.com
www.cytel.com
Dr. Cyrus Mehta, CEO
Software:
StatXact 4
Proc StatXact
LogXact

Data & Information Services
22 Hamlin St.
Orono, ME 04473-1612
Ph. 207-866-3696
E-mail: grs@mint.net
Geoffrey A. Gordon
Software:
Custom Applications

Web-Survent

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WITH ALL THE
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or visit our website at <http://www.cfmc.com>

- Sample Selection
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- Skip logic
- Question/Product Rotation
- Recall Previous Responses
- Access Phonefile History

Data Vision Research, Inc.
 3490 U.S. Rte. 1, Bldg. 16B
 Princeton, NJ 08540
 Ph. 609-987-0565 or 702-656-4110
 Fax 609-987-9120
 E-mail: ronv@dvrinc.net
 www.dvrinc.net
 Ron Vangi, President
Software:
 MPA™ Data Entry
 Onceover™ Data Cleaning
 StatChek™ Stat Checking
 WinPrin



DATAN, Inc.
 735 Prospect Ave.
 Princeton, NJ 08540
 Ph. 609-921-6098 or 609-683-0281
 Fax 609-921-6731
 E-mail: research@datan.com
 www.datan.com
 Michael C. Stentz, Ph.D., President
Software:
 MERLIN Tabulation System
 MERLINplus (MERLIN plus Menus)
 FASTAB Ad Hoc Tabulation
 MPE Data Entry & Editing

DATAN promotes the application of appropriate data analysis methods to significant problems using modern technology. DATAN's role in supporting and extending the MERLIN Tabulation System is testimony to the central data analytic role of tabulation, the oldest form of data analysis known to humanity. DATAN recognizes the appropriateness of interactive, ad hoc tabulation in certain phases in the research process, as well as the usefulness of graphical and statistical techniques throughout the analytical process.
 (See advertisement on p. 85)

Datanetics
 155 Glenfield Dr.
 Pittsburgh, PA 15235
 Ph. 412-795-3401
 or 412-795-3402
 E-mail: datanetics@aol.com
 Jerry Lisovich, Director
Software:
 Custom Applications

DataStar, Inc.
 85 River St., Ste. 6
 Waltham, MA 02453
 Ph. 781-647-7900
 Fax 781-647-7739
 E-mail: info@surveystar.com
 www.surveystar.com
 Ellie Smerlas, President
Software:
 Starware/STAT™

Dat@xiom Software, Inc.

Datxiom Software, Inc.
 3700 Wilshire Blvd., Ste. 1000
 Los Angeles, CA 90010
 Ph. 213-383-9973
 Fax 213-383-3542
 E-mail: sales@datxiom.com
 www.datxiom.com
Software:
 StatMost
 Power & Precision
 DataTriX
 NCSS

Datxiom Software Inc. provides data analysis solutions for researchers and marketing research professionals. We offer a collection of very affordable statistical softwares such as StatMost, NCSS, Power & Precision and various interactive data analysis learning tools like Statistics on CD-ROMs. With expertise in various areas, we offer data analysis and statistical consulting to market research professionals.
 (See advertisement on p. 107)

Data Is Our Business

Data Analysis
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 Segmentation & Clustering
 Factor & Correspondence Analysis

Data Exploration
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 Scatter Plots
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 Sample Size & Power Analysis
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NCSS
 Statistical Analysis Software for Professional-Level Researchers

Power & Precision
 Sample Size and Power Analysis Software

At Datxiom, we're committed to bringing researchers powerful yet easy-to-use data analysis software solutions. The Datxiom family of products are perfect for tackling market research data, from initial sampling to final report write-up.

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 Tel: (213) 383-9973 • Fax: (213) 383-3542
 e-Mail: sales@datxiom.com • <http://www.datxiom.com>

DBM Associates
 One Salem Sq., Ste. 104W
 Whitehouse Station, NJ 08889
 Ph. 908-534-1665
 Fax 908-534-1244
 E-mail: glenn@dbma.com
 www.dbma.com
Software:
 Automated Rsch. Communications Sys. (ARCS)



Decision Analyst, Inc.
 604 Avenue H East
 Arlington, TX 76011-3100
 Ph. 817-640-6166 or 800-ANALYSIS
 Fax 817-640-6567
 E-mail: jthomas@decisionanalyst.com
 www.decisionanalyst.com
Software:
 STATS™

STATS™ 2000 is a software package for IBM-compatible PCs. The Software: generates random numbers; calculates sample sizes; computes the mean; standard deviation; standard error, range for keyboard-entered data; determines the standard error of proportion; performs significance tests between two percentages from independent samples, or dependent samples; does significance tests between averages from independent samples; performs Chi-square analysis.
 (See advertisement on p. 9)

Decision Architects
 A Monitor Group Affiliate
 Two Canal Park
 Cambridge, MA 02141
 Ph. 617-252-2250
 Fax 617-252-2113
 E-mail: info@decisionarc.com
 www.decisionarc.com
Software:
 MarketSight

Delphus, Inc.
 152 Speedwell Ave.
 Morristown, NJ 07960
 Ph. 973-267-9269
 Fax 973-285-9248
 E-mail: delphus@worldnet.att.net
 www.delphus.com
 H. Levenbach, President
Software:
 PEER Planner for Windows
 WINXII
 Spreadsheet Forecaster

DESAN Marketresearch BV
 P.O. Box 10288
 1001 EG Amsterdam
 The Netherlands
 Ph. 31-20-6201589
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 (See advertisement on p. 29)



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 (See advertisement on p. 109)

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(See advertisement on p. 111)



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(See advertisement on p. 91)

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Computer-Telephone Interviewing (CATI)

Americom Research, Inc. (Win)
The Analytical Group, Inc. (Win)
Apian Software, Inc. (Win)
Computers for Marketing Corp. (CfMC) (Win/Unix)
CONVERSOFT (Axiom Software) (Win)
Creative Research Systems (Win)
Cybernetic Solutions - The Survey Software (Win)
DATAN, Inc. (Win/Unix)
DBM Associates (Win)
DESAN Marketresearch BV (Win)
Digisoft Computers, Inc. (Win)
Eagle Research - Atlanta (Win)
Eagle Research - Denver (Win)
Peter Holmes SA (Win)
I & A Software A/S (Win)
Market Research Software Ltd. (Win)
Marketing Masters (Win)
Mercator Corporation (Win)
NEBU b.v. (Win)
NIPO, The Market Research Institute (Win)
Opus Technologies, Inc. (Win)
Pulse Train Technology (Win)
Raosoft, Inc. (Win/Unix)
Research Solutions (Win)
RONIN Corporation (Win)
Saja Software, Inc. (Win)
Sawtooth Software, Inc. (Win)
Sawtooth Technologies (Win)
Scantron Technologies (Win)
Senecio Software, Inc. (Mac)
SPSS MR (Unix)
Star Data Systems, Inc. (Win)
StatPac, Inc. (Win)
TelAthena Systems LLC (Win/Unix)
3D Software Services (Win/Unix)
VOXCO Inc. (Win)

Conjoint Analysis & Choice-Based Modeling

Applied Decision Analysis LLC (Win)

Bretton-Clark (Win)
 Cognos Corporation (Win)
 Market Advantage Consulting & Software (Win)
MarketVision Research® (Win)
 Mathematical Data Systems, Inc. (Win)
 Moskowitz Jacobs Inc. (Win)
 Niche Design Group (Win)
NIPO, The Market Research Institute (Win)
 RONIN Corporation (Win)
 Salford Systems (Win/Unix)
 SAS Institute Inc. (Win/Unix)
Sawtooth Software, Inc. (Win)
Sawtooth Technologies (Win)
 Senecio Software, Inc. (Mac)
SPSS MR (Win/Mac)
 Tactician Corporation (Win)

Crosstabulation Software

The Analytical Group, Inc. (Win)
Apian Software, Inc. (Win)
 Beach Tech Corporation (Win)
 Bruce Bell & Associates, Inc. (Win)
Computers for Marketing Corp. (CfMC) (Win/Unix)
 Creative Research Systems (Win)
 Cybernetic Solutions - The Survey Software (Win)
DATAN, Inc. (Win/Unix)
Dataxiom Software, Inc. (Win)
 Drago Consulting Inc. (Win)
 E-TABS Limited (Win)
 FIRM AS (Win)
 Manugistics, Inc. (Win)
 Market Research Software Ltd. (Win)
Mercator Corporation (Win)
Microtab, Inc. (Win)
 Multivariate Software, Inc. (Win/Mac/Unix)
 NCSS (Win)
NIPO, The Market Research Institute (Win)
PAI-Productive Access, Inc. (Win)
 Point-of-View™ Survey Systems (Win)
 Power Knowledge Software (Mac)
 P-STAT, Inc. (Win/Unix)
Pulse Train Technology (Win)
 QQQ Software, Inc. (Win/Unix)
 Raosoft, Inc. (Win/Unix)
 Research Solutions (Win)
 RONIN Corporation (Win)
 Saja Software, Inc. (Win)
 SAS Institute Inc. (Win/Unix)
 Scantron Technologies (Win)
 Senecio Software, Inc. (Mac)
 Irwin P. Sharpe & Associates (Win)
 Spectra/Market Metrics, Inc. (Win)
 Spring Systems (Win)
SPSS MR (Win/Unix)
 Star Data Systems, Inc. (Win)
 StatPac, Inc. (Win)
 StatSoft, Inc. (Win/Mac)
 Suburban Associates (Win)
 Tactician Corporation (Win)
 Touch Base Computing (Win)
 Trehwella, Cohen & Arbuckle, Inc. (T/C/A) (Win)
 The Uncle Group, Inc. (Win)
 VOXCO Inc. (Win)
 Jan Werner Data Processing (Win)

Data Archiving/Delivery Software

Data & Information Services (Win)
 E-TABS Limited (Win)
 FIRM AS (Win)
 Mathematical Data Systems, Inc. (Win)
 P-STAT, Inc. (Win/Unix)
Pulse Train Technology (Win)
 Spectra/Market Metrics, Inc. (Win)

SPSS MR (Win)
 Star Data Systems, Inc. (Win)

Data Entry Software

The Analytical Group, Inc. (Win)
 AutoData Systems (Win)
 Beach Tech Corporation (Win)
 Bruce Bell & Associates, Inc. (Win)
 Cardiff Software (Win)
Computers for Marketing Corp. (CfMC) (Win)
 Comstat Research Corporation (Win)
 CONVERSOF (Axiom Software) (Win)
 Creative Research Systems (Win)
 Cybernetic Solutions - The Survey Software (Win)
 Data Vision Research, Inc. (Win)
DATAN, Inc. (Win/Unix)
 DBM Associates (Win)
 DESAN Marketresearch BV (Win)
 Detail Technologies, Inc. (Win)
 FIRM AS (Win)
 Hearne Scientific Software Pty Ltd (Win)
 Market Research Software Ltd. (Win)
 Marketing Masters (Win)
Mercator Corporation (Win)
Microtab, Inc. (Win)
 NCS (Win)
NIPO, The Market Research Institute (Win)
 Point-of-View™ Survey Systems (Win)
 Power Knowledge Software (Mac)
 Principia Products, Inc. (Win)
 P-STAT, Inc. (Win/Unix)
Pulse Train Technology (Win)
 Raosoft, Inc. (Win/Unix)
 ReadSoft, Inc. (Win)
 Research Solutions (Win)
 RONIN Corporation (Win)
 Saja Software, Inc. (Win)
Sawtooth Software, Inc. (Win)
Sawtooth Technologies (Win)
 Scantron Technologies (Win)
 Senecio Software, Inc. (Win/Mac)
 Service Measurement Group, Inc. (Win)
 Irwin P. Sharpe & Associates (Win)
 Spring Systems (Win)
SPSS MR (Win/Unix)
 Star Data Systems, Inc. (Win)
 StatPac, Inc. (Win)
 StatSoft, Inc. (Win/Mac)
 William Steinberg Consultants, Inc. (Win)
 Suburban Associates (Win)
 3D Software Services (Win/Unix)
 Touch Base Computing (Win)
 The Uncle Group, Inc. (Win)
 Viking Software Services, Inc. (Win/Unix)

Database Management Programs

Beach Tech Corporation (Win)
 Claritas Inc. (Win)
 Data & Information Services (Win)
 Data Vision Research, Inc. (Win)
DATAN, Inc. (Win/Unix)
 DBM Associates (Win)
 Information Management Assoc., Inc. (IMA) (Win)
Marketing Systems Group (Win)
 MarketMiner, Inc. (Win)
 Mathematical Data Systems, Inc. (Win)
 MDSS (Win)
NIPO, The Market Research Institute (Win)
 P-STAT, Inc. (Win/Unix)
 Qualitative Marketing Software, Inc. (QMSOFT) (Win/Unix)
 Raosoft, Inc. (Win/Unix)
 RONIN Corporation (Win)

Scantron Technologies (Win)
 Spring Systems (Win)
 StatSoft, Inc. (Win)
 TelAthena Systems LLC (Win/Unix)
 3D Software Services (Win/Unix)
 Touch Base Computing (Win)

Decision Support Software

Apian Software, Inc. (Win)
 Applied Decision Analysis LLC (Win)
 Business Forecast Systems (Win)
 Cognos Corporation (Win)
DATAN, Inc. (Win/Unix)
 Delphus, Inc. (Win)
 FIRM AS (Win)
 Market Advantage Consulting & Software (Win)
 MarketMiner, Inc. (Win)
 MDSS (Win)
 Media Market Reports, Inc. (Win)
 P-STAT, Inc. (Win/Unix)
 Pulse Analytics, Inc. (Win)
 Raosoft, Inc. (Win/Unix)
 Spectra/Market Metrics, Inc. (Win)
 Spring Systems (Win)
SPSS MR (Win)
 StatSoft, Inc. (Win)
 Tactician Corporation (Win/Mac)

Demographic Database Software

Able Software Corp. (Win)
 The Arbitron Company (Win)
 Beach Tech Corporation (Win)
 Bruce Bell & Associates, Inc. (Win)
 CACI Marketing Systems (Win)
 Caliper Corporation (Win)
 Claritas Inc. (Win)
 DBM Associates (Win)
 FIRM AS (Win)
 MapInfo Corporation (Win)
 National Decision Systems (Win)
 NCS (Win)
 Pitney Bowes Software Systems (Win)
 QQQ Software, Inc. (Win/Unix)
 Qualitative Marketing Software, Inc. (QMSOFT) (Win/Unix)
 RONIN Corporation (Win)
 Sannamish Data Systems (Win)
 Scantron Technologies (Win)
 Spectra/Market Metrics, Inc. (Win)
 Tactician Corporation (Win/Mac)
 Tetrad Computer Applications, Ltd. (Win)
 USADATA.com (Win)

Disk by Mail Interviewing

Americom Research, Inc. (Win)
The Analytical Group, Inc. (Win)
Apian Software, Inc. (Win)
 Applied Decision Analysis LLC (Win)
Computers for Marketing Corp. (CfMC) (Win/Unix)
 Cybernetic Solutions - The Survey Software (Win)
 Market Research Software Ltd. (Win)
 Marketing Masters (Win)
 Marketing Metrics, Inc. (Win)
 NCS (Win)
NIPO, The Market Research Institute (Win)
 Opus Technologies, Inc. (Win)
Perseus Development Corporation (Win)
 Raosoft, Inc. (Win/Unix)
 Research Solutions (Win)
 Saja Software, Inc. (Win)

Sawtooth Software, Inc. (Win)
Sawtooth Technologies (Win)
 Scantron Technologies (Win)
 Senecio Software, Inc. (Win/Mac)
 William Steinberg Consultants, Inc. (Win)
 Touch Base Computing (Win)
 VOXCO Inc. (Win)

Experimental Design

Americom Research, Inc. (Win)
DATAN, Inc. (Win/Unix)
Dataxiom Software, Inc. (Win)
 Moskowitz Jacobs Inc. (Win)
 Pulse Analytics, Inc. (Win)
 RONIN Corporation (Win)
 Spring Systems (Win)
SPSS MR (Win)
 Statistical Graphics Corporation (Win)
 StatSoft, Inc. (Win)

Field Mgmt Software

Americom Research, Inc. (Win)
The Analytical Group, Inc. (Win)
 Cognos Corporation (Win)
Computers for Marketing Corp. (CfMC) (Win)
 KGA (Win)
 MDSS (Win)
NIPO, The Market Research Institute (Win)
SPSS MR (Win/Unix)
 William M. Strahle & Associates (Win)
 Tactician Corporation (Win/Mac)
 VOXCO Inc. (Win)

Focus Group Management

Computers for Marketing Corp. (CfMC) (Win/Unix)
 MDSS (Win)

Focus Group/Qualitative/ Verbatim Analysis

Computers for Marketing Corp. (CfMC) (Win/Unix)
 Comstat Research Corporation (Win)
DATAN, Inc. (Win/Unix)
Fleetwood Group, Inc. (Win)
 Marketing Metrics, Inc. (Win)
 RONIN Corporation (Win)
 Service Measurement Group, Inc. (Win)
SPSS MR (Win)

Internet/Web Interviewing

Americom Research, Inc. (Win)
Apian Software, Inc. (Win)
 Beach Tech Corporation (Win)
 Catapult Systems Corp. (Win)
Computers for Marketing Corp. (CfMC) (Win)
 FIRM AS (Win/Mac/Unix)
 Peter Holmes SA (Win)
 Informative, Inc. (Win/Mac/Unix)
 Manta Corporation (Win)
 Marketing Masters (Win/Mac/Unix)
 Mathematical Data Systems, Inc. (Win)
Mercator Corporation (Win)
MessageMedia (Win)
 NEBU b.v. (Win)
 Niche Design Group (Win/Mac/Unix)
NIPO, The Market Research Institute (Win)
 Opus Technologies, Inc. (Win)
Perseus Development Corporation (Win)
Pine Company (Win)
 Principia Products, Inc. (Win)
Pulse Train Technology (Win)
 Raosoft, Inc. (Win/Unix)
 Research Solutions (Win/Mac)

RONIN Corporation (Win)
Sawtooth Software, Inc. (Win)
Sawtooth Technologies (Win)
 Scantron Technologies (Win)
 Senecio Software, Inc. (Win/Mac/Unix)
SPSS MR (Win)
 Star Data Systems, Inc. (Win)
 StatPac, Inc. (Win)
 SurveySite Inc. (Win)
 SurveyWriter® (Win/Mac/Unix)
 3D Software Services (Win/Unix)
 VOXCO Inc. (Win)

Name Generation

Americom Research, Inc. (Win)
 The Namestormers (Win)

Neural Networks

Mathematical Data Systems, Inc. (Win)
SPSS MR (Win/Mac)
 StatSoft, Inc. (Win)

OCR/ICR/OMR/Scanning Systems

AutoData Systems (Win)
 Cardiff Software (Win)
 NCS (Win)
 Optimum Solutions Corp. (Win)
Pine Company (Win)
 Principia Products, Inc. (Win)
Pulse Train Technology (Win)
 ReadSoft, Inc. (Win)
 Research Solutions (Win)
 SAS Institute Inc. (Win/Unix)
 Scantron Technologies (Win)
 Star Data Systems, Inc. (Win)

Perceptual Mapping

Bretton-Clark (Win)
 Caliper Corporation (Win)
DATAN, Inc. (Win/Unix)
 Information Management Assoc., Inc. (IMA) (Win)
 Market Advantage Consulting & Software (Win)
 Mathematical Data Systems, Inc. (Win)
 NCSS (Win)
 RONIN Corporation (Win)
 SAS Institute Inc. (Win/Unix)
Sawtooth Software, Inc. (Win)
 Spring Systems (Win)
SPSS MR (Win)
WRC Research Systems, Inc. (Win)

Questionnaire Design

Apian Software, Inc. (Win)
 Beach Tech Corporation (Win)
 Cardiff Software (Win)
Computers for Marketing Corp. (CfMC) (Win/Unix)
 CONVERSOFT (Axiom Software) (Win)
 Cybernetic Solutions - The Survey Software (Win)
DATAN, Inc. (Win/Unix)
 DBM Associates (Win)
Decision Analyst, Inc. (Win)
 FIRM AS (Win)
 Peter Holmes SA (Win)
 Manta Corporation (Win)
 Market Research Software Ltd. (Win)
 Marketing Masters (Win)
 Marketing Metrics, Inc. (Win)
Mercator Corporation (Win)
 NEBU b.v. (Win)
 Niche Design Group (Win/Mac/Unix)
NIPO, The Market Research Institute (Win)

Opus Technologies, Inc. (Win)
Perseus Development Corporation (Win)
 Power Knowledge Software (Mac)
 Raosoft, Inc. (Win/Unix)
 Research Solutions (Win)
 RONIN Corporation (Win)
 Saja Software, Inc. (Win)
Sawtooth Technologies (Win)
 Scantron Technologies (Win)
 Senecio Software, Inc. (Mac)
SPSS MR (Win/Unix)
 StatPac, Inc. (Win)
 William Steinberg Consultants, Inc. (Win)
 SurveyWriter® (Win/Mac/Unix)
 Touch Base Computing (Win)
 VOXCO Inc. (Win)

Sales Database

Beach Tech Corporation (Win)
 SAS Institute Inc. (Win/Unix)
 William M. Strahle & Associates (Win)
 Tactician Corporation (Win/Mac)

Sampling

Systems/Software

Affordable Samples, Inc. (Win)
 ASDE Inc., PC Survey Sampler (Win)
Computers for Marketing Corp. (CfMC) (Win/Unix)
 Cybernetic Solutions - The Survey Software (Win)
Decision Analyst, Inc. (Win)
GENESYS Sampling Systems (Win)
Marketing Systems Group (Win)
NIPO, The Market Research Institute (Win)
Polk (Win)
 P-STAT, Inc. (Win/Unix)
Scientific Telephone Samples (Win)
 SDR Sampling Services (Win)
SPSS MR (Win/Unix)
 StatSoft, Inc. (Win)
Survey Sampling, Inc. (Win)
 SurveySite Inc. (Win)
 Touch Base Computing (Win)
 Jan Werner Data Processing (Win)

Structural Equation Modeling/Path

Mathematical Data Systems, Inc. (Win)
 Multivariate Software, Inc. (Win/Mac/Unix)
 RONIN Corporation (Win)
 SAS Institute Inc. (Win/Unix)
 Spectra/Market Metrics, Inc. (Win)
 StatSoft, Inc. (Win)

Time Series Analysis

Business Forecast Systems (Win)
 Cognos Corporation (Win)
DATAN, Inc. (Win/Unix)
Dataxiom Software, Inc. (Win)
 Delphus, Inc. (Win)
 FIRM AS (Win)
 Manugistics, Inc. (Win)
 Mathematical Data Systems, Inc. (Win)
 Multivariate Software, Inc. (Win/Mac/Unix)
 NCS (Win)
 NCSS (Win)
 P-STAT, Inc. (Win/Unix)
 RONIN Corporation (Win)
 Spring Systems (Win)
SPSS MR (Win/Unix)
 Statistical Graphics Corporation (Win/Mac/Unix)
 StatSoft, Inc. (Win/Mac)
 Techtel Corporation (Win)

Software Title Cross-Index

A

ABASE, Advanced Data Research, Inc.
 Abtab for Windows, Bruce Bell & Associates, Inc.
ACA System, Sawtooth Software, Inc.
 ActiveStats, Research Solutions
 Advanced Statistics Program, P-STAT, Inc.
 Advantage®, Spectra/Market Metrics, Inc.
 ARGUS Perceptual Mapper, Spring Systems
Arthur, The Analytical Group, Inc.
 ASDE Survey Sampler, ASDE Inc., PC Survey Sampler
 Askia Analyse, Peter Holmes SA
 Askia CAPI, Peter Holmes SA
 Askia CATI, Peter Holmes SA
 Askia Questionnaire, Peter Holmes SA
 Askia Web, Peter Holmes SA
Audience Response System, Fleetwood Group, Inc.
 AutoData Pro™ II, AutoData Systems
 AutoData SDK, AutoData Systems
 AutoData Survey, AutoData Systems
 AutoData Survey Plus, AutoData Systems
 Automated Research Communications Sys. (ARCS), DBM Associates
 AutoTour, William M. Strahle & Associates

B

Bellview, Pulse Train Technology
Bellview Scan, Pulse Train Technology
 Blaise, Westat, Inc.
 BrandFX, Spectra/Market Metrics, Inc.
BrandMap 4.0, WRC Research Systems, Inc.
BrandProfiler 1.0, WRC Research Systems, Inc.
 Bridger, Bretton-Clark

C

CART®, Salford Systems
 Catalog of software products, SciTech International, Inc.
CBC System, Sawtooth Software, Inc.
CBC/HB Module, Sawtooth Software, Inc.
CCA System, Sawtooth Software, Inc.
 Centrus™, Qualitative Marketing Software, Inc. (QMSOFT)
CIMC/NIPO Script Composer, NIPO, The Market Research Institute
 C-Gen - Customer Survey Generator, William Steinberg Consultants, Inc.
Ci3 for Windows, Sawtooth Technologies
Ci3 System, Sawtooth Software, Inc.
 Claritas Coder, Claritas Inc.
 Claritas Connect, Claritas Inc.
 Claritas Mapping, Claritas Inc.
Clementine, SPSS MR
 Compass, Claritas Inc.
 CONFIRM, FIRM AS
 Conjoint Analyzer, Bretton-Clark
 Conjoint Designer, Bretton-Clark
 Conjoint Linmap, Bretton-Clark
 Conjoint Segmenter, Bretton-Clark
 CONVERSO CAPI, CONVERSOFT (Axiom Software)
 CONVERSO CASI, CONVERSOFT (Axiom Software)
 CONVERSO CATI, CONVERSOFT (Axiom Software)
COSI, Computers for Marketing Corp. (CIMC)
 Coupon Optimizer, Spectra/Market Metrics, Inc.
CPM System, Sawtooth Software, Inc.
 CRIS (Customer Response Information System), TARP
 Custom Applications, Datatetics
 Custom Applications, Data & Information Services
Custom Software Packages, Pine Company
CVA System, Sawtooth Software, Inc.

D

Data Desk, Research Solutions
 Data Entry Program, P-STAT, Inc.
 DataFit 6.1, Oakdale Engineering
DataTriX, Dalaxiom Software, Inc.
Decision Pad, Apian Software, Inc.

Decisive Survey, MessageMedia
Direct Collect, Apian Software, Inc.
 DPL Decision Analysis Software, Applied Decision Analysis LLC
 Dub InterViewer, NEBU b.v.
 DynaMap/2000, Geographic Data Technology, Inc.

E

The EDGE Software System, Information Management Assoc., Inc. (IMA)
 Edwin Data Entry, Hearne Scientific Software Pty Ltd
 E-Form, Beach Tech Corporation
 eListen, Scantron Technologies
 Enlighten™, Spectra/Market Metrics, Inc.
 Enlighten™ for Retailers, Spectra/Market Metrics, Inc.
 EQS Structural Equation Modeling Software, Multivariate Software, Inc.
 E-TABS, E-TABS Limited
 Eyes & Hands, ReadSoft, Inc.
 EZSurvey 99 for the Internet, Raosoft, Inc.

F

FAQSS, Optimum Solutions Corp.
FASTAB Ad Hoc Tabulation, DATAN, Inc.
 Feedback Manager, Service Measurement Group, Inc.
 The Field System, KGA
 The Field System 2000, KGA
 FinalFocus, Pitney Bowes Software Systems
 Flo - Stat, Senecio Software, Inc.
 Forecast Pro, Business Forecast Systems
 Forecast Pro Unlimited, Business Forecast Systems
 Forecast Pro XE, Business Forecast Systems
 4THOUGHT, Cognos Corporation

G

GDT Data, Geographic Data Technology, Inc.
GENESYS Sampling Systems, GENESYS Sampling Systems
GENESYS Sampling Systems, Marketing Systems Group
GENESYS-ID, GENESYS Sampling Systems
GENESYS-Plus, GENESYS Sampling Systems
 GeoSight, Sammamish Data Systems
 GISPLUS®, Caliper Corporation
Gold, Microtab, Inc.
 G-Tab®, MarketMind Technologies Pty Ltd.

H

HB-Reg, Sawtooth Software, Inc.
 Headliner, The Namestormers
 HitSearch™, Eagle Research - Denver
 HitSearch™, Eagle Research - Atlanta
 Hyper Q I-Net, Americom Research, Inc.
 Hyper Q Lite, Americom Research, Inc.
 Hyper Q Phone, Americom Research, Inc.
 Hyper Q Plus, Americom Research, Inc.

I

IdeaMap@Wizard™, Moskowitz Jacobs Inc.
 ImagEntry, Viking Software Services, Inc.
 iMark®, National Decision Systems
In2form, SPSS MR
In2quest for CAPI, SPSS MR
 InfoMark, Claritas Inc.
 Informix Interface Program, P-STAT, Inc.
 Inquisite Survey, Catapult Systems Corp.
 InterForm, Raosoft, Inc.
 Interviewdisk™, Marketing Metrics, Inc.
 INTERVIEWER, VOXCO Inc.
 INTERVIEWER WEB, VOXCO Inc.
 InterWatch Electronic, USADATA.com
 IPSS 1.4, Senecio Software, Inc.
 IT CATI/CAPI, DESAN Marketresearch BV
 ITE Browser, E-TABS Limited
 ITE Electronic Fiche, E-TABS Limited

J, K

Juggler, The Analytical Group, Inc.
Key Point, Research Solutions
Key.collect, Apian Software, Inc.
Knockout, The Analytical Group, Inc.

L

Latent Class Module, Sawtooth Software, Inc.
Localizer, Spectra/Market Metrics, Inc.
LOGIT, Salford Systems
LogXact, Cytel Software

M

MaCATI - CAPI, Senecio Software, Inc.
MaCATI - CATI, Senecio Software, Inc.
MaCATI - DMS, Senecio Software, Inc.
MaCATI - e-Poll, Senecio Software, Inc.
Manta Insight, Manta Corporation
MapInfo, Tetrad Computer Applications, Ltd.
MapInfo Professional, MapInfo Corporation
Mapping, Mathematical Data Systems, Inc.
Mapscan, Media Market Reports, Inc.
MapStat, Tactician Corporation
Maptitude®, Caliper Corporation
Market Analysis Systems, Applied Decision Analysis LLC
Market Target 2000, USADATA.com
MarketMiner Express, MarketMiner, Inc.
MarketQuest, Claritas Inc.
MarketSight, Decision Architects
MARS™, Salford Systems
Maximier, The Arbitron Company
MCA=, Bretton-Clark
Media Professional, The Arbitron Company
MENTOR, Computers for Marketing Corp. (CfMC)
MERLIN Tabulation System, DATAN, Inc.
MERLINPlus (MERLIN plus Menus), DATAN, Inc.
MicroVision®, National Decision Systems
MKTSIM, Spring Systems
M-Link, The Analytical Group, Inc.
ModelQuest, MarketMiner, Inc.
MPA, Detail Technologies, Inc.
MPA™ Data Entry, Data Vision Research, Inc.
MPE Data Entry & Editing, DATAN, Inc.
mTAB Research Analysis System, PAI-Productive Access, Inc.

N

NamePro, The Namestormers
Namer, The Namestormers
NCS Survey, NCS
NCS Works, NCS
NCSS, NCSS
NCSS, Dataxiom Software, Inc.
Net.collect, Apian Software, Inc.
Niche 1 Insight™, Niche 1 Insight, Inc.
NIPO CAPI System, NIPO, The Market Research Institute
NIPO CATI System, NIPO, The Market Research Institute
NIPO DIANA, NIPO, The Market Research Institute
NIPO Interview System (Stand Alone), NIPO, The Market Research Institute

O

ONCEOVER, Detail Technologies, Inc.
Onceover™ Data Cleaning, Data Vision Research, Inc.

P

PASS, NCSS
PCensus, Tetrad Computer Applications, Ltd.
PD Advantage, The Arbitron Company
PEER Planner for Windows, Delphus, Inc.
Perception Analyzer, Columbia Information Systems

PinPoint, Hearne Scientific Software Pty Ltd
PlanFX, Spectra/Market Metrics, Inc.

Platinum, Microtab, Inc.

Pop-up Survey Software, SurveySite Inc.
Portal, Viking Software Services, Inc.
Positioning, Mathematical Data Systems, Inc.

Power & Precision, Dataxiom Software, Inc.

PowerTab™, Power Knowledge Software
PowerTarget, USADATA.com
PrecisionCode, Claritas Inc.
Proc StatXact, Cytel Software

ProductScope™, MarketVision Research®

Professional, Microtab, Inc.

Professional W/Stat, Microtab, Inc.

Projection®, MarketMind Technologies Pty Ltd.
PRONTO, VOXCO Inc.

Prophet, MarketMiner, Inc.

ProphetPoint®, National Decision Systems

PRO-T-S (Proactive Telephony Systems), PRO-T-S Telephony Systems

PRO-T-S Telephony Systems, Marketing Systems Group

P-STAT® Base Program, P-STAT, Inc.

Pulsar, Pulse Train Technology

Pulsar Desktop Analysis, Star Data Systems, Inc.
Pulse Survey II, Scantron Technologies
Pulse Tools, Scantron Technologies
Pulse/K-of-N™, Pulse Analytics, Inc.
Pulse/MPC™, Pulse Analytics, Inc.
Pulse/QSEG™, Pulse Analytics, Inc.
Pulse/QUAD™, Pulse Analytics, Inc.
Pulse/TURF™, Pulse Analytics, Inc.
PUNCH, VOXCO Inc.

Q

QBAL, Trehwella, Cohen & Arbuckle, Inc. (T/C/A)

QBAL, Jan Werner Data Processing

QEDIT, Trehwella, Cohen & Arbuckle, Inc. (T/C/A)

QEDIT, Jan Werner Data Processing

QGEN, Trehwella, Cohen & Arbuckle, Inc. (T/C/A)

QGEN, Jan Werner Data Processing

Q-Leap, The Analytical Group, Inc.

QMARG, Jan Werner Data Processing

QMARG, Trehwella, Cohen & Arbuckle, Inc. (T/C/A)

QPSMR CATI, Market Research Software Ltd.

QPSMR CL, Market Research Software Ltd.

QPSMR INPUT, Market Research Software Ltd.

QPSMR INSIGHT, Market Research Software Ltd.

QPSMR REFLECT, Market Research Software Ltd.

QPSMR SOLO, Market Research Software Ltd.

QTAB, Trehwella, Cohen & Arbuckle, Inc. (T/C/A)

QTAB-II, Jan Werner Data Processing

QTILE, Trehwella, Cohen & Arbuckle, Inc. (T/C/A)

Quancept Analyzer, SPSS MR

Quancept CATI, SPSS MR

Quancept Telephony System: Auto/Predictive Dialer, SPSS MR

Quancept Web, SPSS MR

Quanquest, SPSS MR

Quantum, SPSS MR

Quantum 2000, Viking Software Services, Inc.

Quanvert, SPSS MR

Quanvert Publisher, SPSS MR

Quick STATISTICA (Mac/Windows), StatSoft, Inc.

Quick STATISTICA Enterprise-Wide SPC Sys., StatSoft, Inc.

Quick Tally®, Quick Tally Interactive Systems, Inc.

QUICK-POLL - Survey System, Touch Base Computing

QuotaBreaker!, KGA

QWRITERII for Windows, Point-of-View™ Survey Systems

R

R2V for Windows & NT, Able Software Corp.

Raosoftware EZReport, V.4.0, Raosoftware, Inc.

Raosoftware SURVEYWin, V.4.0, Raosoftware, Inc.

Remark Classic OMR™, Principia Products, Inc.

Remark Office OMR®, Principia Products, Inc.

Remark Web Survey®, Principia Products, Inc.

Research Tracker®, MDSS

ResponseLink, Opus Technologies, Inc.

Results for Research, RONIN Corporation
Results for the Net, RONIN Corporation
Roll-Up, Spectra/Market Metrics, Inc.

S

SAS Software, SAS Institute Inc.
Scannable Office, AutoData Systems
The SDSS System, Market Advantage Consulting & Software
Sensus Multimedia, Sawtooth Technologies
Sensus Q&A, Sawtooth Technologies
Sensus TradeOff, Sawtooth Technologies
Sfd Forecaster, William M. Strahle & Associates
Silver, Microtab, Inc.
Simgrat, Bretton-Clark
Simulation, Mathematical Data Systems, Inc.
Site Reporter, CACI Marketing Systems
Site Targeter, Tactician Corporation
Smart Forecasts for Windows, Smart Software, Inc.
SmartViewer, SPSS MR
snap internet®, Mercator Corporation
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Trade Talk

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may be politically difficult/impossible for you to offer up your opinions.

But you still have to try. It all comes down to communication, which is, as we all know, a two-way thing. The SPEAR 2 report notes, "In a number of cases, researchers do not really understand what clients really want to know. This could result in demand for [the] wrong kind of research. In other cases the marketing researcher knows too little of the client's market to profoundly understand the formulated questions. This also can lead to confusion or even mistakes. This is another demonstration of the fact that researchers are not always aware of the company and decision-making processes of their clients. In other cases communication is extensive but simply at the wrong time. For example, during the final presentation of the research results, a discussion evolves which only then provides a clear image of the questions that are important to the client. An internal client is also often unaware of all the background information that led to the quest for research."

You are the question formulator, but some of the most important questions you come up with may not be the ones that end up on a survey form. They're the ones you ask your clients to find out what they need from the marketing research you're conducting for them. Answers to those questions can be just as valuable as anything you get from the audience you're researching.

* * *


In news on the home front, QMRR's Webmeister Dan Quirk has made some changes to our Web site (www.quirks.com) that I think you'll find useful.

- In the Article Archive section, where you can access hundreds of past *Quirk's* articles from 1992-1999 in a searchable database free of charge, when you find an article you'd like to share with a friend or colleague, you can now e-mail that person a link to the article. In addition, the articles are now available in a more easily printable form.

- Folks who post a message in our Researcher Forum will now be automatically notified by e-mail when someone has responded to their original message.

- If you'd like to submit a press release to me via the Web site, that process is now easier, thanks to the newly-added ability to attach a document instead of/in addition to typing the information into a text box.

- And those of you looking for new jobs or seeking job-takers will find our Job Mart easier to use. The Mart has been reorganized to simplify the process of posting a résumé or job opening. In addition, openings are now sortable by location and date of posting to make finding that new dream job easier than ever. And best of all, it's free!

We'll have more changes and new features in the coming months. Watch this space for more information or, better yet, just stop by the site on a regular basis! 

Names of Note

continued from p. 10

Joseph have been named management assistants. **Mike Smithers** has also joined the firm.

Jeffrey Whittle has been named group president, North America, at *NFO Worldwide*, Greenwich, Conn.

William Moulton has been named president of the *Marketing Science Institute*, Cambridge, Mass.

Maritz Marketing Research Inc., St Louis, has named **Mark Kochert** account manager for the Great Lakes/Northeast Region. He will work from his office in Columbia, Md.

Jack Taddeo, regional vice president of programming for *Clear Channel Radio*, and Wayne Leland, COO of Spring Broadcasting, have been named to the *Arbitron Radio Advisory Council*. Separately, **Bob Michaels** has been promoted to vice president of programming services at Arbitron.

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Trade Talk

By Joseph Rydholm, QMRR editor

Thoughts on communication; a Web site update

Last fall, the European Society for Opinion and Marketing Research (ESOMAR) published an eight-page document highlighting the results of its SPEAR 2 project. SPEAR (Screening Possible Evolutions Affecting Research) is the fruit of discussions between an assemblage of client-side people and research providers who meet to examine the issues affecting the global research industry. Most of the participants are based in Europe, but the group does include people from the U.S., South America and Asia.

In general, the SPEAR 2 report (copies are available at www.esomar.nl) covers familiar territory but one topic that stood out for me is the image of the researcher, both self-image and how customers (in-house and client-side) see them. Industry organizations have for years spoken of the need to change the perception that researchers are "mere" gatherers of data. Marketing research is, after all, more than just tabulating responses. It involves analysis and interpretation.

That effort is ongoing. Despite the seemingly overwhelming evidence that research works, its worth is still questioned daily.

Those who doubt its value have probably had bad experiences with it. They've either found it useless or, on a more personal level, research may have been responsible for killing a pet project of theirs, making them forever resentful.

Now, not all research is good research. The cliché of the research report that sits on a shelf gathering dust isn't a concoction of anti-research forces. It's a reality. Sometimes research is a waste of money, whether due to poor planning and execution or the simple fact that no one acts on the findings.

How do you avoid useless research and prove your worth? Along with gathering valid, solid data, the researcher's job also includes selling the value of that data, interpreting it, developing ways to act on it. The obstacles facing the well-intentioned would-be analyst in this case are myriad. Your company's structure may render your input moot (perhaps all you're allowed to do is gather and submit the data and leave the analysis and action to "upper management"), or it

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Non Sequitur



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San Francisco	Apr 10-12	Toronto	Sep 11-13
Chicago	May 8-10	Chicago	Oct 2-4
Raleigh	June 7-9	San Francisco	Oct 23-25
New York	June 26-28	Miami	Nov 27-29
Cincinnati	July 19-21	New Orleans	Dec 18-20

104. Questionnaire Construction Workshop

Cincinnati	Mar 6-8	Baltimore	Jul 31 - Aug 2
Los Angeles	April 10-12	New York	Sep 18-20
Atlanta	May 15-17	San Francisco	Oct 30 - Nov 1
Chicago	Jun 19-21	New Orleans	Dec 4-6

105. Designing Questionnaires for Specific Marketing Research Applications

Cincinnati	Mar 9-10	Baltimore	Aug 3-4
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Atlanta	May 18-19	San Francisco	Nov 2-3
Chicago	Jun 22-23	New Orleans	Dec 7-8

106. Online/Internet Research

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Toronto	Sep 14-15		

201. Qualitative Research Methods

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San Francisco	Jun 1-2		

202. Focus Group Moderator Training

Cincinnati	Apr 4-7	Cincinnati	Aug 29 - Sep 1
Cincinnati	May 9-12	Cincinnati	Oct 10-13
Cincinnati	June 13-16	Cincinnati	Nov 7-10
Cincinnati	July 24-27	Cincinnati	Dec 12-15

203. Focus Group Applications

Cincinnati	Feb 28 - Mar 1	Cincinnati	Oct 16-18
Cincinnati	June 19-21		

204. Qualitative Research Reports

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Cincinnati	June 22-23		

205. Qualitative Research with Children

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Cincinnati	July 28		

301. Writing Actionable Marketing Research Reports

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302. Stand-up Presentation of Marketing Information

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508. Positioning Research

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509. Pricing Research

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601. Data Analysis for Marketing Research: The Fundamentals

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602. Tools & Techniques of Data Analysis

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