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Marketing Research Review

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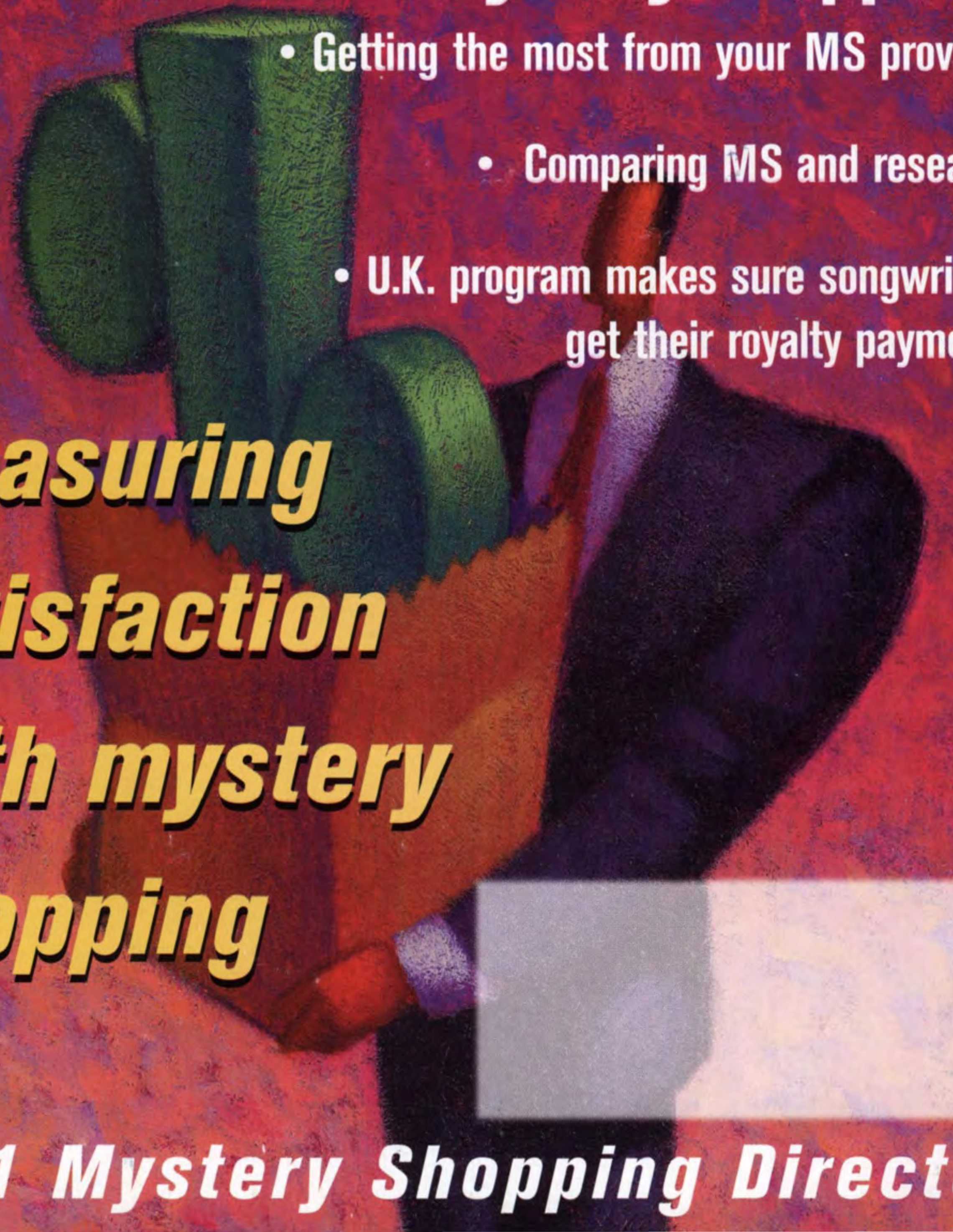
January 2001

Mystery shopping:
- Getting the most from your MS provider
- Comparing MS and research
- U.K. program makes sure songwriters get their royalty payments



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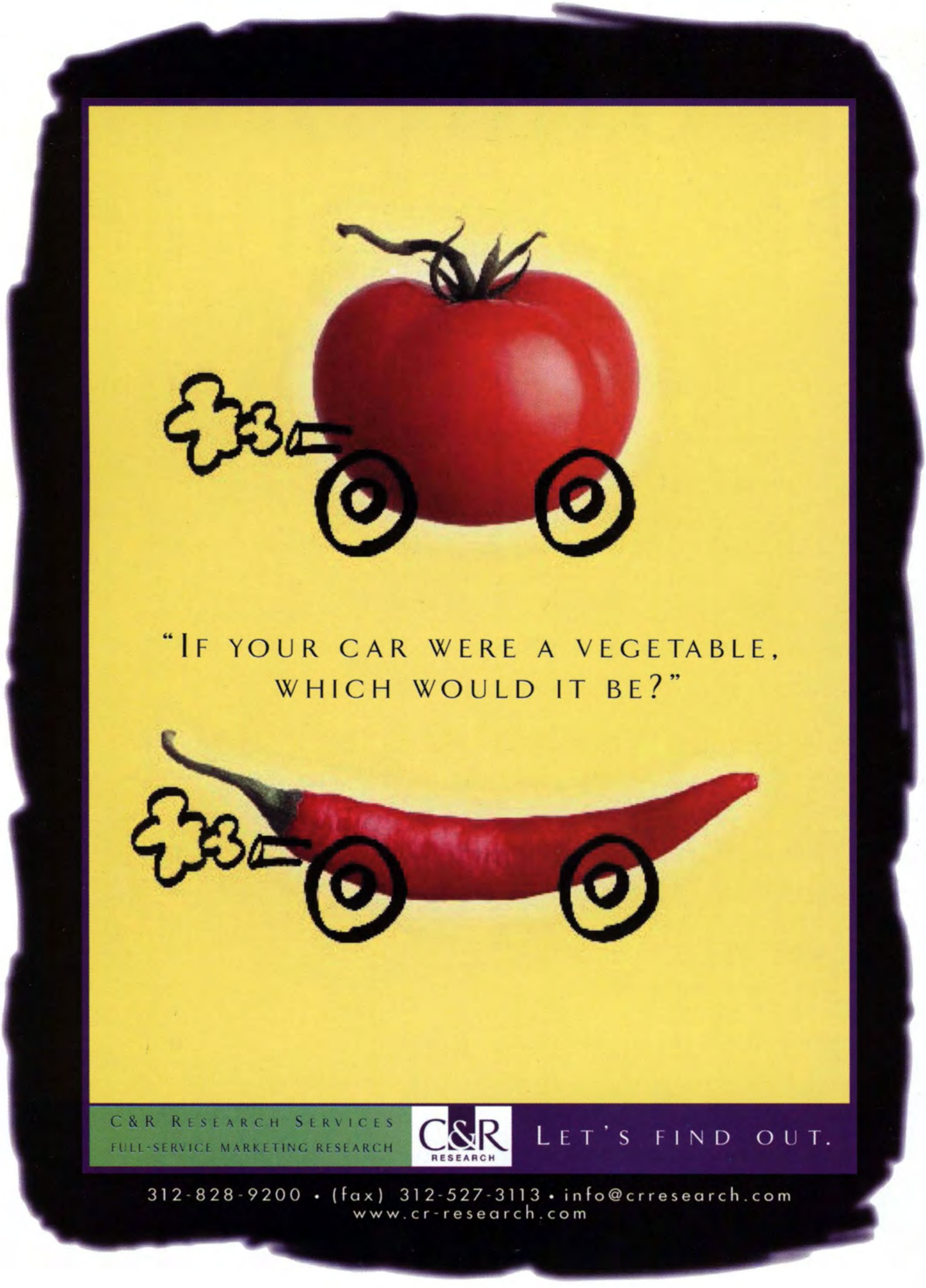
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QUIRK'S Marketing Research Review

Volume XV, Number 1 January 2001

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Breakfast to go, please

More Americans are eating breakfast on the go than ever before. In fact, in 1999 more than one out of five

Americans ate breakfast away from home or skipped it, according to research from The NPD Group, Inc., Port Washington, N.Y.

On-the-go and skipped meals accounted for 21 percent of all breakfasts last year, compared to 17 percent in the early '90s. And an average of 73 breakfast meals per person were either eaten away from home or missed completely in 1999. Findings are reported in the firm's latest Breakfast Book, which compares 1999 breakfast consumption patterns with the decade earlier. Information was collected from more than 2,000 nationally representative households.

One of the key drivers for this trend is the increasing popularity of foods that are easy to eat and transport, such as yogurt, breakfast snack bars, and bagels. Fruit is the most popular carried-breakfast food. However, breakfast snack bars have seen the largest increases among carried morning foods. They are now part of 6 percent of all carried breakfasts, twice as many as in 1990.

Top 10 Carried-Breakfast Foods
(Percentage of carried-breakfast meals including)

1. Fruit 24%
2. Breakfast/Snack Bars 6%
3. Cookies/Brownies 6%
4. Yogurt 5%
5. Bagels 4%
6. RTE Cereal 4%
7. Sandwiches 4%
8. Toaster Pastries 1%
9. Donuts 1%
10. Muffins 1%

Not surprisingly, given the growing popularity of eating on the go, NPD reports that restaurants are preparing more of our breakfast meals for us. While the number of meals eaten at a restaurant remains constant, people are picking up more breakfast meals on the go and eating them elsewhere. The popular breakfast sandwich served at most fast-food restaurants reigns as

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Research finds the best brands in America

Total Research Corporation, Princeton, N.J., has announced the winners of its first syndicated online consumer survey, EquiTrend Online, naming the 19 world-class brands in the U.S. market.

Top honors go to Waterford Crystal. The 200-year-old Irish manufacturer of hand-crafted crystal was judged by American consumers as the brand with the highest quality.

"These are brands that are expensive and appeal to elegance, brands that are inexpensive and appeal to functional excellence, brands with a very simple product promise, and brands with much more complicated images," says Doug Berdie, president of Total Research's Strategic Brand Research Group. "Why are these 19 very eclectic brands on the same list? Because they share the same characteristic: They deliver what they promise. As a result, they score extremely high with all 40 consumer segments we measure. That's what a 50-cent candy has in common with a $100,000 automobile. Quality counts."

The 19 Products with the Highest Quality (in descending order)

1) Waterford crystal
2) Rolls-Royce Bentley
3) Craftsman tools
4) Crayola crayons and markers
5) Bose stereo & speaker systems
6) Discovery Channel
7) M&M's candies
8) WD-40 spray lubricant
9) Philadelphia brand cream cheese
10) Arm & Hammer baking soda
11) Reynolds Wrap aluminum foil
12) Harley-Davidson motorcycles
13) Kodak photographic film
14) Neosporin ointment
15) Heinz ketchup
16) National Geographic magazine
17) Master Lock padlocks
18) Clorox bleach
19) Reese's peanut butter cups

EquiTrend Online utilizes Internet technology to provide feedback from 30,000 Internet users on their perceptions of the quality of more than 1,300 brands in 35 industry categories. For more information visit www.totalres.com.

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Names of Note

Judith Langer, president and founder of New York qualitative research firm *Langer Associates*, has been named a senior vice president of *Roper Starch Worldwide* and director of the newly-formed Roper/Langer Qualitative Division of Roper Starch Worldwide.

Nancy K. Shimamoto has been named manager, Asian business strategy, at *Cheskin Research*, Redwood Shores, Calif.

Shimamoto

Duncan Pollock has left Stamford, Conn.-based *FocusVision Worldwide, Inc.*, to return to the advertising and marketing services field. With Pollock's departure, **John Houlahan** will re-assume the title of president and continue as chairman and CEO.

Memphis, Tenn.-based research firm *Food Insights* has appointed **Rick Seavey** senior vice president for management services.

Calabasas, Calif.-based *Informa Research Services, Inc.*, has appointed **Michael D. Marselli** to lead the firm's new syndicated business market research division.

Los Angeles research firm *C.A. Walker & Associates* has named **Debbie Kreger** and **Kevin Gentry** vice president.

In November Ceridian Corporation and its *Arbitron* division announced the members of Arbitron's board of directors who will take office at the time of Arbitron's spin-off from Ceridian and will guide the strategic direction of Arbitron following the completion of the spin-off. (After the transaction, Ceridian Corporation will be comprised of its human resources services businesses and Comdata business.) **Stephen B. Morris**, president of Ceridian's Arbitron business, will be named president and chief executive officer of Arbitron Inc. and will become a member of Arbitron's board of directors. Arbitron will continue to be headquartered in New York, with a research and operations center located in Columbia, Md. In addition to Morris, the members of the Arbitron board following the spin-off transaction will be: **Lawrence Perlman**, recently retired from Ceridian Corporation after serving as chairman and chief executive officer; **Erica Farber**, publisher and CEO of Radio and Records; **Kenneth Gorman**, principal and co-owner of Apollo Partners Ltd.; **Philip Guarascio**, vice president and general manager of General Motors Corporation in charge of North America advertising and corporate marketing; **Larry Kittelberger**, senior vice president and chief information officer of Lucent; **Luis Nogales**, senior adviser, Private Equity Group, Deutsche Bank and president of Nogales Partners; and **Richard Post**, managing partner of Lonetree Capital Partners.

Beth Strackbein has been promoted to vice president at *Wirthlin Worldwide*, a McLean, Va., research firm. **Sandra Bauman** has also been promoted to vice president.

London-based Internet research firm *NetValue* has appointed **Mike Read** vice president of custom panels.

Simmons Market Research Bureau has named **Evan Goldfarb** executive vice president, marketing and new business development.

Maritz Marketing Research Inc., St. Louis, has hired **Michael Saletta** as an account manager for the Telecom Research Group. He will be based in Oakbrook, Ill.

SPSS Inc., Chicago, has named **Ellen Smith Gajda** as national director, federal systems and **Steve Greenberg** as national director, business development for the public sector.

RFL Communications, Inc., publisher of the *Research Business Report*, has selected **Douglas Rivers**, CEO of *Knowledge Networks*, Menlo Park, Calif., as market research executive of the year.

London-based *Taylor Nelson Sofres* has appointed **Andrew Czarnowski** retail director of its Superpanel division. He replaces **Allan Breese**, who is now international account director for Europanel, a joint venture between TNS and GfK.

Westport, Conn.-based research firm *IMS Health* has named **David Thomas** chairman of the board and CEO. In addition, **Gilles Pajot** has been named executive vice president of the corporation, the first executive named to that position at the firm. And **Gary Noon** has been named president of IMS Health North America.

Product & Service Update

Two new advertainment research products

Vancouver-based Advertain On-Line Inc. has launched two new research products: the SMART Suite and the Hot Indicator Technique (HIT) - for developers of advertainments. The SMART Suite consists of three different tests designed to help developers evaluate the effectiveness of their advertainments. The three tests include brand/message recall, an interactivity evaluation, and a micro-usage and attitude study. Collectively, they constitute Advertain's Standardized Measurable Advertainment Research Techniques (SMART). The Hot Indicator Technique is based on more than 200,000 evaluations of advertainments and helps developers pinpoint factors that influence an advertainment's commercial success. For more information visit http://research.advertain.com/marketing.

Three new books from New Strategist

Ithaca, N.Y.-based New Strategist has published three new books. Using census bureau data, *Demographics of the U.S.: Trends and Projections*, by Cheryl Russell, examines demographic trends from 1950 to the end of the 20th century and projects some into the future. Five major trends are cited - the increasing diversity of America, the aging of the population, the high-tech revolution, the rise of individualism, and the rising U.S. standard of living. The book is divided into 10 chapters, including attitudes and behavior, education, labor force, and spending.

Also using government data, *American Generations: Who They Are, How They Live, What They Think*, by Susan Mitchell, compares various generations and age groups to help researchers understand the changing dynamics of today's Americans. The book defines each generation, its current and projected size, racial and ethnic makeup, income, spending patterns, education, and occupations.

Alison Wellner's *Best of Health: Demographics of Health Care Consumers* uses government statistics to look at topics such as the rise of health care spending, the diversity of health care consumers, the changing relationship between medical providers and patients, the Internet's growing importance to health care, and changing attitudes toward health-related issues. For more information call 800-848-0842 or visit www.newstrategist.com.

MarketResearch.com upgraded

MarketResearch.com, an online aggregator of market research information, has unveiled version 2.0 of its Web service. The MarketResearch.com site includes enhanced features and functionality for finding and purchasing publications from the firm's database of market intelligence. It includes new features intended to help users determine the relevancy of a publication prior to purchase. Users can search publications using the Alta Vista search engine. After retrieving results, users can view the context in which their search terms appear via the new Search Term & Text (STAT) feature. The site's "browse" functionality has been improved via the incorporation of an industry taxonomy, which allows users to access 21 vertical home pages, each of which features research covering these industry categories. For more information call 800-298-5699 or visit www.marketresearch.com.

'Intenders' now available from InsightExpress

Greenwich, Conn.-based online research firm InsightExpress has announced the availability of eight new target audiences for U.S. manufacturers and service providers. Dubbed "Intenders," these groups are composed of individuals who have expressed the intention to purchase one of four high-ticket products/services (computers,

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Research Industry News

Research Calendar

The American Marketing Association will hold its Attitude/Behavioral Research Conference on January 14-17 at the Hyatt Westshore hotel in Tampa, Fla. For more information visit www.ama.org.

IQPC (the International Quality & Productivity Center) will hold a conference entitled Web-Based Customer Surveys and Online Market Research on January 24-25 at the Holiday Inn on King Hotel in Toronto. For more information call 800-882-8684 visit www.iqpc.com.

The European Society for Opinion and Marketing Research (ESOMAR) will hold Print Brands, its biannual conference on market research and the print media, from January 28-30 at Le Méridien Montparnasse hotel in Paris. For more information visit www.esomar.nl.

The European Society for Opinion and Marketing Research (ESOMAR) will hold Net Effects 4, its worldwide Internet conference, on February 11-13 at the Princesa Sofia Inter-Continental hotel in Barcelona, Spain. For more information visit www.esomar.nl.

The Institute for International Research will present a conference on ethnographic/observational market research on February 22-23 at the Regal UN Plaza Hotel in New York. For more information visit www.iir-ny.com.

The Advertising Research Foundation will hold its annual conference and infoplex at the New York Hilton on March 5-7. For more information visit www.arfsite.org.

Tragon Corporation will hold a workshop titled "Gaining a Competitive Advantage Through Sensory Evaluation" on March 5-7 at the Sheraton Palo Alto, Palo Alto, Calif. For more information call 800-841-1177 or visit www.tragon. com.

The Analytical Group will hold is biannual WinCross and WinQuery software conference on March 18-20 at the Hilton Scottsdale Resort & Villas, Scottsdale, Ariz. For more information call 800-946-3767 or visit www.acsinfo.com.

Tragon Corporation will hold a workshop titled "Consumer Research Strategies for Brand Management" on April 3-4 at the Hyatt Rosemont, Rosemont, Ill. For more information call 800-841-1177 or visit www.tragon. com.

The European Society for Opinion and Marketing Research (ESOMAR) will hold a conference on global health care on April 1-3 in Geneva, Switzerland. For more information visit www.esomar.nl.

Canada's Professional Marketing Research Society (PMRS) will hold its annual conference from April 23-25. For more information visit www.pmrs-aprm.com.

News notes

In late November, Minneapolis-based information services company Ceridian Corp. said it expected the planned spin-off of its Arbitron media and marketing research unit to be completed early in 2001 instead of on the company's planned year-end 2000 completion date. Ceridian said the reasons for the delay included the timing of the Securities Exchange Commission review process. The company also said it received a favorable tax ruling from the Internal Revenue Service regarding the spin-off. Under the ruling, the Arbitron spin-off, which will create a separate, publicly traded company called Arbitron Inc., will be tax-free to Ceridian and its shareholders.

The United Information Group (UIG) has announced the reorganization of Audits & Surveys Worldwide (ASW). There are now three major units - MarketPlace Intelligence, Consumer Insight and Technology/Financial Services Group - built around specific client business requirements. UIG has appointed Carl Ravitch president of MarketPlace Intelligence, which was formerly the Audits Division. Marianne Grogan has joined ASW as president of Consumer Insight, the unit which brings ASW's Surveys, Customer Satisfaction and International Research businesses together under a common leadership to optimize development and service synergies. Lynn DeVon has been named president of ASW-San Francisco, continuing her leadership of the Technology/Financial Services Group. ASW has aligned its Technology/Financial Services Group with NOP, its sister company in London, as part of UIG's global IT and financial research sectors. Simeon Chow has been named chief research & development officer, extending his responsibilities beyond ASW to include all of UIG-US.

The American Cancer Society, the **American Heart Association**, **Habitat for Humanity International** and the **Make-A-Wish Foundation** each received $2,500 contributions from **NFO Research, Inc.**, thanks in large part to the households that comprise the Toledo, Ohio firm's marketing research panel. The contributions are based on a survey of

5,000 representative panel members, whose decisions direct the funds to the various agencies. Panelists select from a handful of charities listed on the survey form or write in the name of their favorite national organization. NFO then makes contributions in the name of the panel members.

Rochester, N.Y.-based **Harris Interactive** has announced a plan to repurchase up to $5 million worth of its stock. The firm anticipates completing the repurchase program through open market purchases or privately negotiated transactions made from time to time.

MindBranch, Inc., a North Adams, Mass., online aggregator of forecasts, reports and data from research publishers, has relaunched its Web site at www.mindbranch.com.

Los Angeles-based **E-Poll.com** has raised $1.4 million in financing with B2B-Hive, a New York City-based venture capital group as lead investor in a Series A round. E-Poll.com offers interactive research and marketing services for television, wireless and the Internet.

Blue Bell, Pa.-based **Capita Research Group, Inc.** has filed its quarterly Form 10-QSB with the Securities and Exchange Commission for the period ended September 30, 2000. Capita makes technology that measures respondents' brainwaves to determine attention and consumer preference.

SPSS Inc., Chicago, has launched its corporate donation campaign to bring together corporations and universities to make data mining and analytical tools and training available to business students. Corporations can participate in the campaign as gold, silver or bronze donors, depending on the size of their gift. Donations will be used to provide local colleges or universities with licenses for Clementine, SPSS' data mining product. Licenses will be valid for three years, after which a school can renew at the educational institution rate. The number of licenses will depend on the level of a corporation's participation. Also included are courses to "train the trainer." Corporations may make additional donations to cover supplementary licenses or training as needed by their partner college. For more information visit www.spss.com or call Stephen Greenberg at 800-543-2185, ext. 3151.

New York-based Internet advertising audience measurement firm **NetRatings** has announced an initiative to measure rich-media advertising. NetRatings, in conjunction with Emerging Interest member companies, will develop a standard to measure ads delivered in rich-media formats such as the Unicast Superstitial, Java banners, Macromedia Shockwave and Flash banners, IBM

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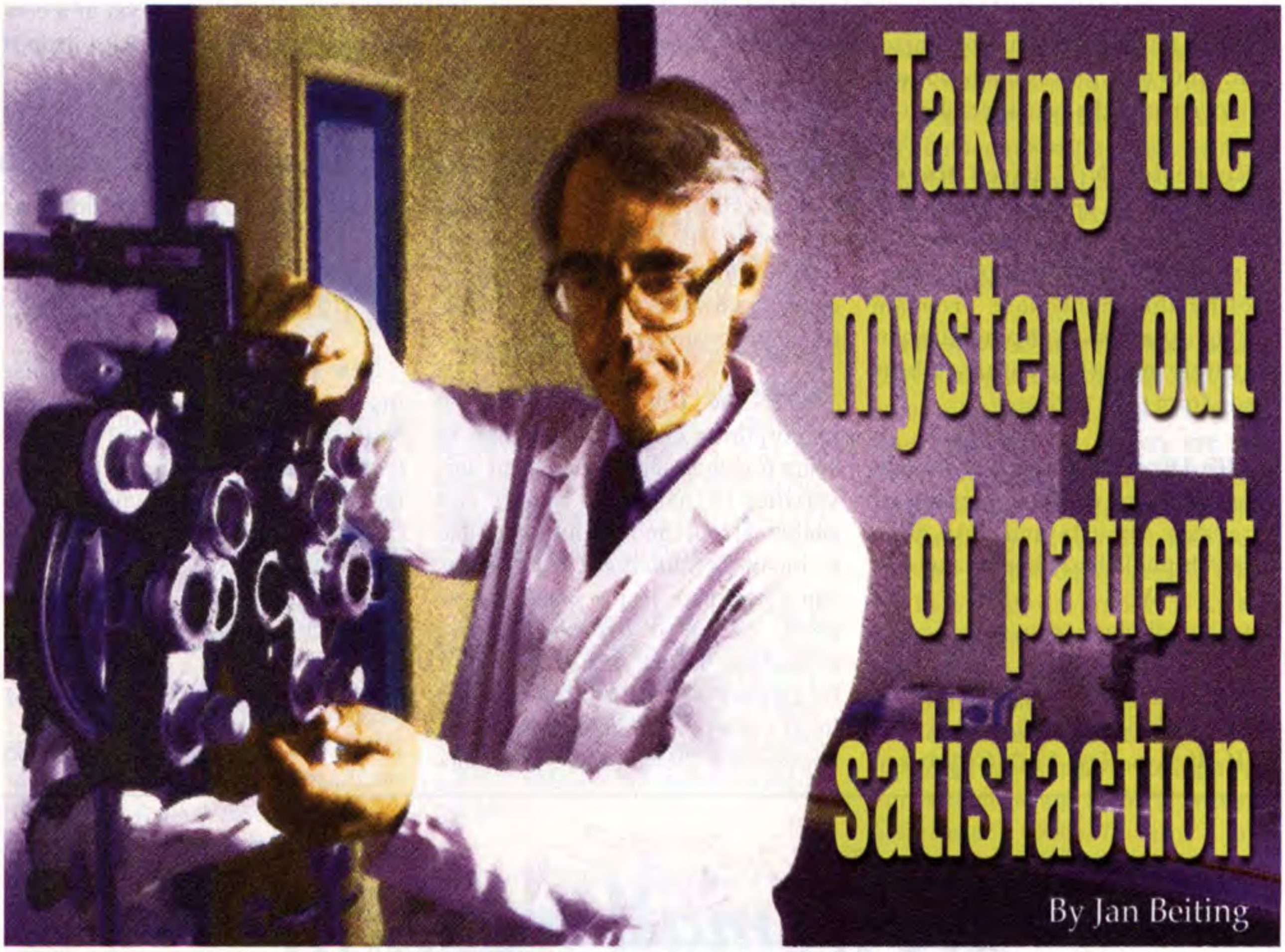

Taking the mystery out of patient satisfaction

By Jan Beiting

Editor's note: Jan Beiting is director of communications at the American Society of Cataract and Refractive Surgery. She can be reached at 703-591-2220. This article originally appeared in the Winter 2001 issue of Administrative Eyecare.

In the context of a medical practice, mystery shoppers are really mystery patients - anonymous evaluators who provide insights into how well everyone in the practice, from receptionist to physician, is serving patients.

"When location, pricing, and product assortment are no longer unique, service is often the key to success or failure," says Michael Bare, president of Fairfax, Va., mystery shopping firm Bare Associates International. He is also president of the Mystery Shopping Providers Association trade group.

Let's face it, patients often choose a doctor based on factors that have little to do with cost or quality of care. The ease of making an appointment, availability of parking spaces, or a glowing recommendation about the wonderful assistants can all be factors in a patient's decision to visit or stay with a practice.

Done properly, a mystery patient program can help a practice identify what it's doing right and which areas need improvement or could benefit from further staff training. That's a step in the right direction for any practice seeking positive patient relationships.

Translate well

The mystery shopping concept has been around since at least the 1940s, but has become much more popular over the past decade. It turns out that methods originally developed to rate customer service at retail stores, restaurants, and hotel chains translate very well to a range of business environments, including the medical office.

"I found just one mystery shopping experience was so much more effective than anything else, including patient surveys," says Craig Ober, chief operating office for The Eye Specialists of Mid Florida in Winter Haven, Fla.

Typically, patient surveys reflect uncritical satisfaction or unreasonable irritation over a small incident. Patients may have forgotten or not noticed details during their visit, they may be afraid to offer honest criticism, and frankly, they have little invested in answering survey questions thoughtfully and carefully. By contrast, a mystery shopper is prepped in advance to be observant.

The cost of implementing a mystery shopper program ranges from practically free to a significant chunk of change, depending on the approach taken, size of the practice, and how many mystery patients are involved or how frequently they

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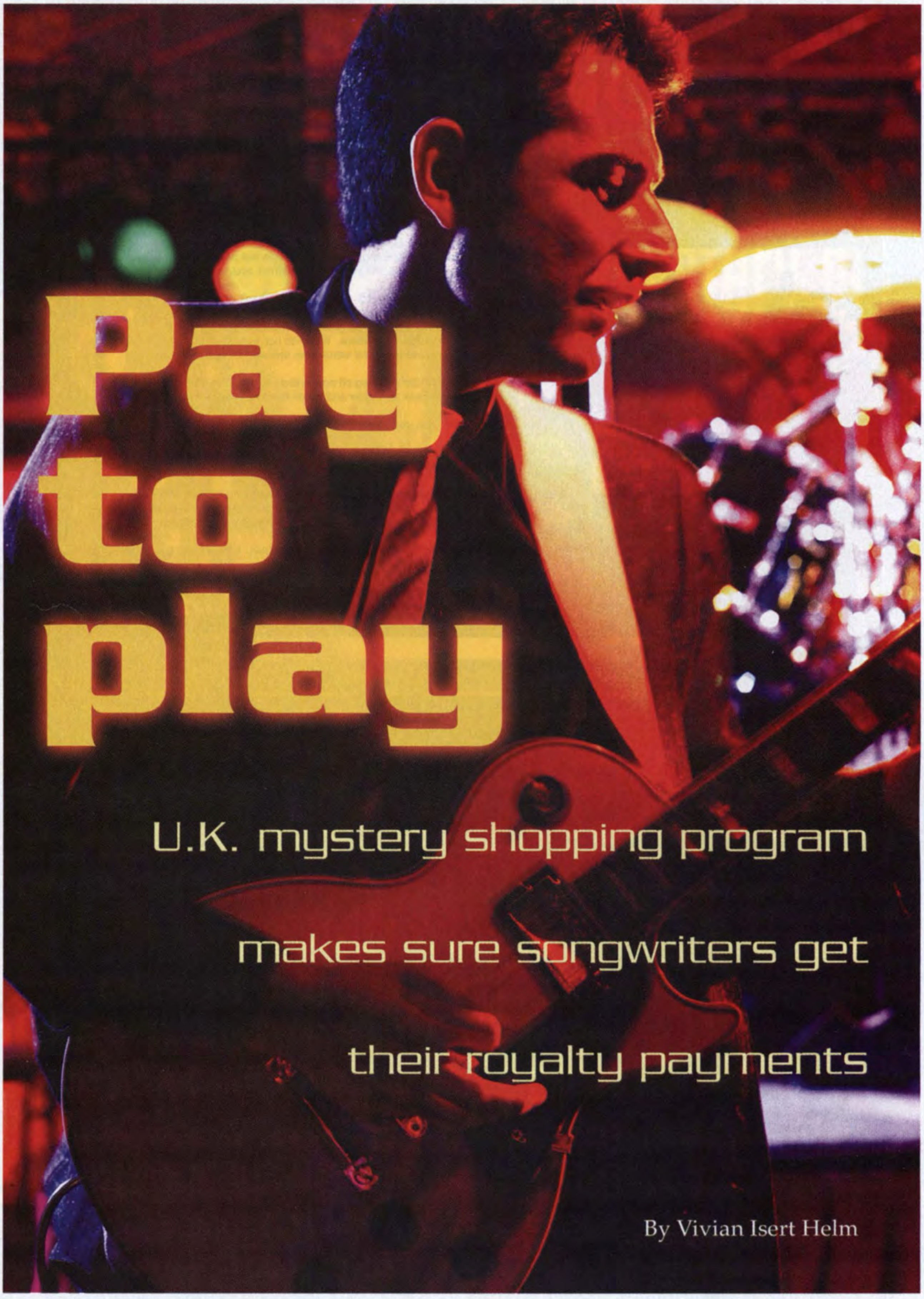


Pay to play

U.K. mystery shopping program makes sure songwriters get their royalty payments

By Vivian Isert Helm

Editor's note: Vivian Isert Helm is a freelance writer based in St. Louis.

It's internationally understood that a songwriter or composer earns a royalty payment each time his/her song is played on the jukebox, radio, or by a DJ or a live performer. In the U.K., the responsibility for this lies mainly with an organization called the Performing Right Society (PRS).

The PRS collects and distributes royalties for virtually all U.K. public performances and broadcasts of music on behalf of its 34,000 songwriters, composers and music publisher members and the members of its affiliated societies around the world. (Its counterparts in the U.S. are the American Society of Composers, Authors and Publishers (ASCAP); Broadcast Music Incorporated (BMI); and SESAC.) Via its affiliated societies, PRS also collects royalties for international usage of U.K.-originated music. In total, £227 million (or about $327 million) is collected by PRS each year.

PRS estimates there are over seven billion individual musical performances each year in the U.K. alone. Yet 60 percent of PRS members receive less than £250 ($360) a year from public performance.

However, a unique, ongoing music survey of performances in venues throughout the U.K. seeks to ensure that royalty payments are accurate.

During its first year, the meticulous PRS Music Survey documented live plays of songs, and music played by DJs throughout the U.K. The study involved personal visits to over 6,000 clubs, pubs, hotels and restaurants by 300+ shoppers for a year-long data collection effort which recorded 160,000 plays of nearly 20,000 songs. It is the first continuous, comprehensive study that documents what people visiting these venues hear. It cuts through assumptions of popularity and demonstrates the clear differences between weekly sales charts, broadcast airplay charts and actual live performance.

Developing the methodology

PRS supplied the music industry specifics for the questionnaire and partnered with Maritz Virtual Customers for advice on how best to gain the information from the venue managers. (A division of St. Louis-based Maritz Marketing Research Inc., Maritz Virtual Customers provides mystery shopping services in the U.K. and the U.S.) Three different questionnaires were developed: one for DJ plays, one for live performance, and a general survey. The DJ and live performance surveys cover four-hour periods; the general survey covers two hours. The general survey takes into account all performance sources: jukebox, radio, TV, CD player, etc. Other pertinent information on the DJ and live performance questionnaires includes the time each act starts and ends, the version of the song, sample lyrics and who originally made the song famous.

How the survey operates

This study is conducted very openly. Since the club, restaurant, pub or hotel has already paid the license fee to PRS, the music survey visit is a means of improving the accuracy of how PRS allocates the royalties it has collected and ultimately the accuracy of payments to its own members and those of its affiliated societies.

Upon receiving the PRS raw data from license fees paid, Maritz makes an initial contact call seeking owner consent and establishing a timeframe for the visit. The assigned shopper conducts the face-to-face visit equipped with a PRS identification card, the relevant questionnaire and a PRS question-and-answer sheet to handle any issues that might arise. All the pertinent information is handwritten on the questionnaire at the site and then sent via mail for keying and editing. The keyed data and sample status report is sent to PRS on a fortnightly basis.

Given that a club might offer a variety of musical options on different nights, it might be visited more than once. The survey is revenue weighted - the more a venue pays PRS, the greater its chance of being visited.

Finding the researchers

Maritz identifies shoppers from the Maritz Virtual Customers database of nearly 6,000 people, from newspaper ads seeking specific skills, from referrals, and from direct mail. All are tested on their music knowledge and undergo face-to-face assignment briefings. They are frequently spot-checked for accuracy. Armed with sufficient awareness of song titles, a researcher is better able to record what is played and supply the necessary information to be cross-checked against the PRS database of musical works. Flexibility is important, as is being available on short notice to visit a venue in their area. Friendliness and an outgoing personality are key elements of shopper selection since they are required to chat with owners and performers.

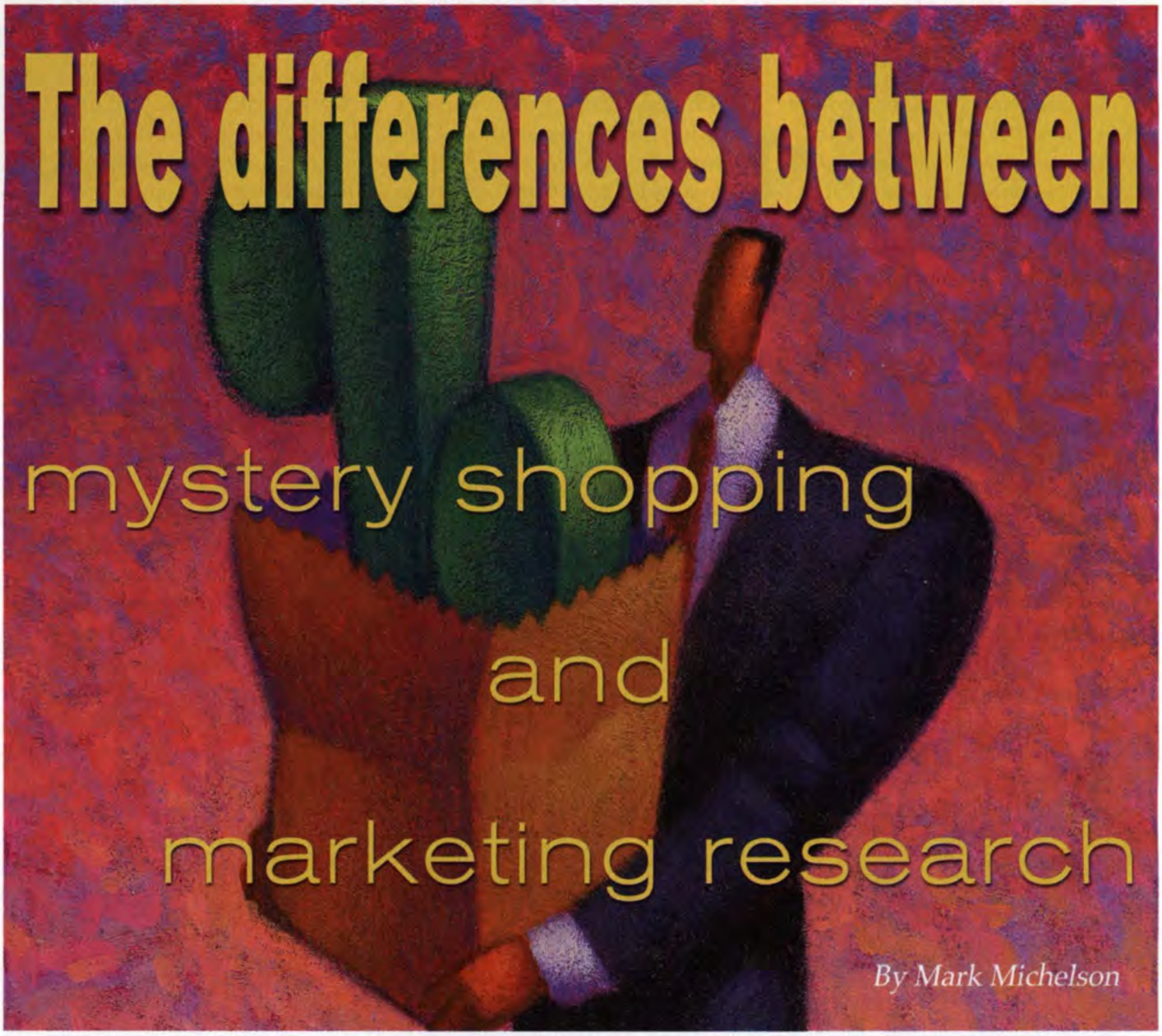
One PRS researcher, Sandra, says she found "this job to be the nicest one ever - being paid to listen to music." She shared some anecdotes from her field work:

"Was encouraged to sing along with the performer."

"Took over the [turntables] while

continued on p. 58

The differences between mystery shopping and marketing research



By Mark Michelson

Editor's note: Mark Michelson is president/CEO of Michelson & Associates, Inc., an Atlanta research firm that provides mystery shopping services. He is past president of the Mystery Shopping Providers Association. He can be reached at 770-955-5400 or at mark@michelson.com.

Both mystery shopping and marketing research are long-established tools to help businesses and organizations operate more effectively. These research services share common goals in providing businesses with information critical to their success. However, mystery shopping and marketing research vary widely in technique and process. With this in mind, mystery shopping should not be used to replace marketing research, but rather to complement an organization's marketing and operational knowledge.

This article will attempt to compare and contrast mystery shopping and marketing research services and offer some insights into how mystery shopping can be used effectively to augment marketing research efforts. First, let's start with some basic definitions of these services.

Mystery shopping is a long-established research technique that uses shoppers who are given guidelines to anonymously evaluate and monitor customer service, operations, employee integrity, merchandising, and product quality. Mystery shopping fills in a gap of critical information between operations and marketing. Mystery shopping is used on the front line to collect data that helps determine what happens to customers and prospects when they visit or call your company.

Marketing research is the process of obtaining knowledge and gaining an understanding about what people think, feel and do in relationship to meeting their needs, desires and preferences related to buying products and services. Marketing research is used to identify and define marketing opportunities and

ESOMAR Guidelines for Mystery Shopping

ESOMAR expects researchers to conform to the following requirements when carrying out mystery shopping research:

1. Mystery shopping studies must be designed and carried out in ways which avoid unreasonably wasting the time and money or abusing the goodwill of the organizations and individuals being researched. Researchers must take great care to minimize the risk of any disruption to the normal working of the organization being researched.

2. Individual members of staff must not be identifiable in the report on a mystery shopping study (this issue is normally unlikely to arise in the case of "competitive" mystery shopping). Similarly, reporting should not be at individual outlet/branch level since in many cases this would implicitly identify specific individuals (e.g., because there is only one relevant staff member at a given location): data should be reported on only at a higher, aggregated level.

3. The interviews must not be electronically recorded unless respondents have agreed to this in advance. Electronic recording of interviews is not permitted if this could endanger the anonymity of respondents.

4. If for any research purposes (e.g., for fieldwork quality checking or further follow-up research) individuals or individual outlets/branches are to be identified, respondents must have agreed to this in advance. Any such agreement must be restricted to the use of individual information for research purposes only; any other use is not permissible. The identity of respondents must not be revealed to the client but to other researchers only.

5. For mystery shopping calls on the client's own organization: The client should be made aware of any time and other operational costs to the organization of the calls involved and agree to these in advance. In addition, in order to minimize any staff concerns about such research:

(a) It is good practice (and in some countries, a legislative requirement) to inform staff - and also any relevant staff association, works council etc. - if the organization proposes to carry out mystery shopping studies (but not necessarily the timing or precise details of these). Staff should be told the objectives and general nature of such research; and given reassurances that individuals and individual outlets/branches will not be identified in the reports (but see 4b below) and that no disciplinary or similar action will be taken vis-à-vis individuals as a result of the research.

(b) Where staff remuneration to any extent depends on commission or bonuses, consideration may need to be given to making good any losses of salary as a result of time spent in dealing with mystery shopping calls.

6. For mystery shopping calls on non-client organizations: Occasionally there will be agreement (not necessarily a formal one) within a given industry to accept "competitive" mystery shopping calls in the interests of general quality improvement. Where no such agreement exists, it is even more important that the time and other demands created by such calls are kept to a minimum (and generally-acceptable) level. What this level is likely to be will vary with the nature of the calls (e.g., the proportion of observation to interviewing time), by industry and possibly by country:

(a) Simple observational checks of shopper/staff behavior are unlikely to create problems of this kind provided that there is no interference with the normal working of the organization (although it may be necessary to deal with possible management objections).

(b) Similarly with calls where the interviewing of staff members lasts only two to three minutes in total, or calls where a purchase is made the value of which is commensurate with the time taken up by the call.

(c) In other cases the acceptable length of time spent with members of staff may be determined by local codes of practice. Where these do not exist it is recommended that, unless there is some strong technical reason to the contrary, such time should normally not exceed:

- 10 minutes in manufacturing and retail businesses (other than automotive);
- 15-20 minutes in other service industries and businesses.

(d) If the project is one where part of the evaluation involves some follow-up paperwork by the organization called on (e.g., provision of a brochure etc.) this must also be kept to a minimum.

(e) If mystery shopping calls are made on self-employed or professional people, etc., where time spent on an interview may literally cost them (lost) money, consideration should be given to reimbursing the individuals involved at an appropriate professional rate.

7. Where there would be difficulty in conforming to the preceding recommendations the activity should not be regarded as a form of market research and should not be carried out by, or under the name of, a market research organization.

problems; generate, refine, and evaluate marketing actions; monitor marketing; and improve understanding of marketing as a process. In plain English, it is determining what real customers, real prospects and other specific groups of people think about companies, services, products, and marketing communications.

Though many marketing research firms conduct mystery shopping, technically, mystery shopping is not marketing research. It is research, but it is not marketing research. It is more closely related to operations research. Mystery shopping complements marketing research, but it is different in critical ways. If mystery shopping data is used for marketing research purposes, then certain rules would apply, such as the guidelines established by ESOMAR (see sidebar).

How is mystery shopping different from marketing research?

Mystery shoppers must follow specific guidelines on what to do during an evaluation and shop at specified locations they may not normally visit. Marketing research study participants are not given evaluation guidelines in advance.

Mystery shopping is typically more operational in nature than marketing research and is most often used for quality control, training and incentive purposes. Marketing research is used most often to determine real customer and prospect opinions, perceptions, needs, and wants.

Mystery shoppers are recruited based on specific profiles that closely match a company's real customers. Marketing research study participants are sampled at random from a qualified population to represent a larger population.

Mystery shoppers are asked to be objective and explain observations. Marketing research study participants are encouraged give their subjective opinions freely.

Mystery shopping reports on specific visits or calls - each evaluation can be used independently to make improvements to operations and training. Mystery shopping is not predictive of every customer's experience unless sufficient samples are taken and data analyzed in aggregate.

Mystery shopping should not be used alone to determine customer satisfaction - it can complement, but not replace traditional customer satisfaction research. You can't predict or measure customer satisfaction using mystery shopping because customer satisfaction is a subjective topic based on what real customers think. Mystery shoppers are not real customers - they know what to evaluate before entering the store and they may not typically visit the store they are evaluating.

Types of mystery shopping methods

As with marketing research, there are many different types of data collection methods for mystery shopping. Some of the common mystery shopping data collection methods include:

- in-person/on-site shops;
- telephone shops;
- e-commerce Web site shops;
- hidden video/audio recording;
- full narrative shops (qualitative);
- checklist shops (quantitative);
- purchase & return shops;
- discrimination (matched-pair) testing.

Designing mystery shopping questionnaires/evaluation forms

Questionnaires for mystery shopping evaluations should be designed to provide objective, observational feedback with a system to allow for checks and balances. Criteria to be evaluated must be objective rather than subjective. Typical retail mystery shopping questionnaires cover: greeting, customer service, facility cleanliness and orderliness, speed of service, product quality, and employee product knowledge.

Unlike marketing research questionnaires that employ Likert scales for ratings, mystery shopping questionnaires ideally use only binary ("yes" or "no") questions. For certain questions, shoppers may be required to provide open-ended narratives for clarification of observations. Multiple response questions are used to allow shoppers to check off the features and benefits that are mentioned during the shop. Most shopping questionnaires include a "general comments" section that encourages shoppers to remark on anything they find significant or interesting during the shop.

For mystery shopping questionnaires, some questions may be more important than others - a point/scoring system for questions can emphasize the most important issues. If using a scoring system, which is often recommended, appropriate weighting of questions is critical. Some questions may not need to have points allocated to them at all, but may be necessary for background of the shop experience. Shoppers' evaluations may be questioned and/or appealed once the facility knows that a mystery shop has occurred.

What are the benefits of a mystery shopping program? It:

• monitors and measures service performance;

• improves customer retention;

• makes employees aware of what is important in serving customers;

• reinforces positive employee/management actions with incentive-based reward systems;

• provides feedback from front line operations;

• monitors facility conditions - asset protection;

• ensures product/service delivery quality;

• supports promotional programs;

• audits pricing and merchandising compliance;

• provides data for competitive analyses;

• complements marketing research data;

• identifies training needs and sales opportunities;

• educational tool for training and development;

• ensures positive customer relationships on the front line;

• enforces employee integrity (the Mystery Shopping Providers Association strongly recommends using licensed private investigators for integrity related shops).

How to make the most of a mystery shopping program

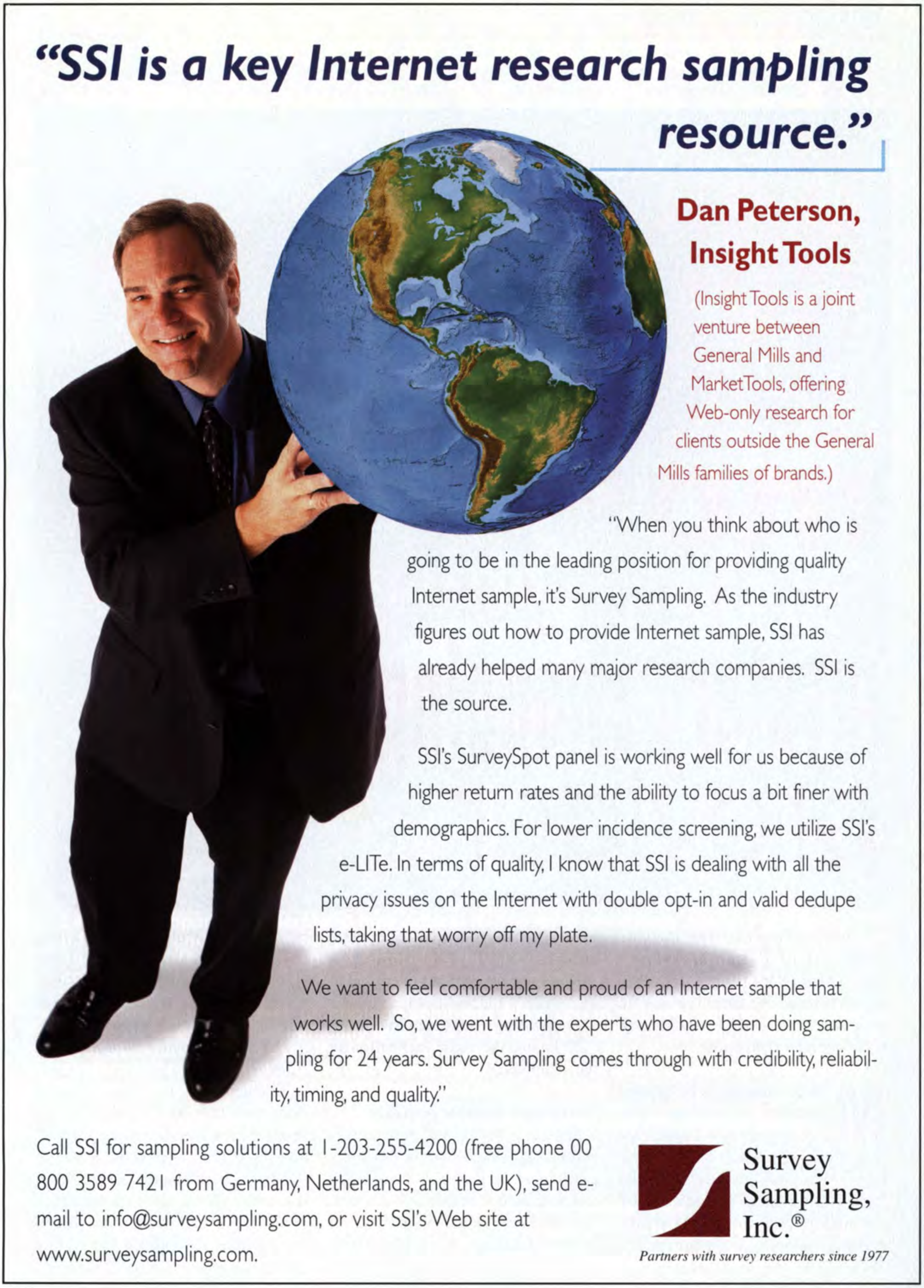
With a mystery shopping program, companies can establish customer service guidelines, monitor and reward excellent performance. As management guru Tom Peters says, "What gets measured gets done."

Once shopper reports are compiled, sharing those results with operations, training and other key personnel is the important next step in a program's success. Make it a positive, motivating experience that rewards people for a job well done while identifying areas where training may improve customer service and sales.

Mystery shopping can be used as a marketing and training tool to help ensure a company's communications, service, and operational objectives are being carried out on the front line. An established, ongoing program, where employees know that any customer may be the mystery shopper, is more effective and objective than sporadic audits.

Use a mystery shopping provider that has experience in designing and managing mystery shopping programs. Many different kinds of companies provide mystery shopping services including: mystery shopping specialists, marketing research firms, private investigators, merchandising companies, training companies, advertising/promotion agencies and others.

For more information on effective uses of mystery shopping, please visit the Mystery Shopping Providers Association Web site: www.mysteryshop.org or contact any of the members of this association.


"SSI is a key Internet research sampling resource."
Dan Peterson, Insight Tools
(Insight Tools is a joint venture between General Mills and MarketTools, offering Web-only research for clients outside the General Mills families of brands.)
"When you think about who is going to be in the leading position for providing quality Internet sample, it's Survey Sampling. As the industry figures out how to provide Internet sample, SSI has already helped many major research companies. SSI is the source.
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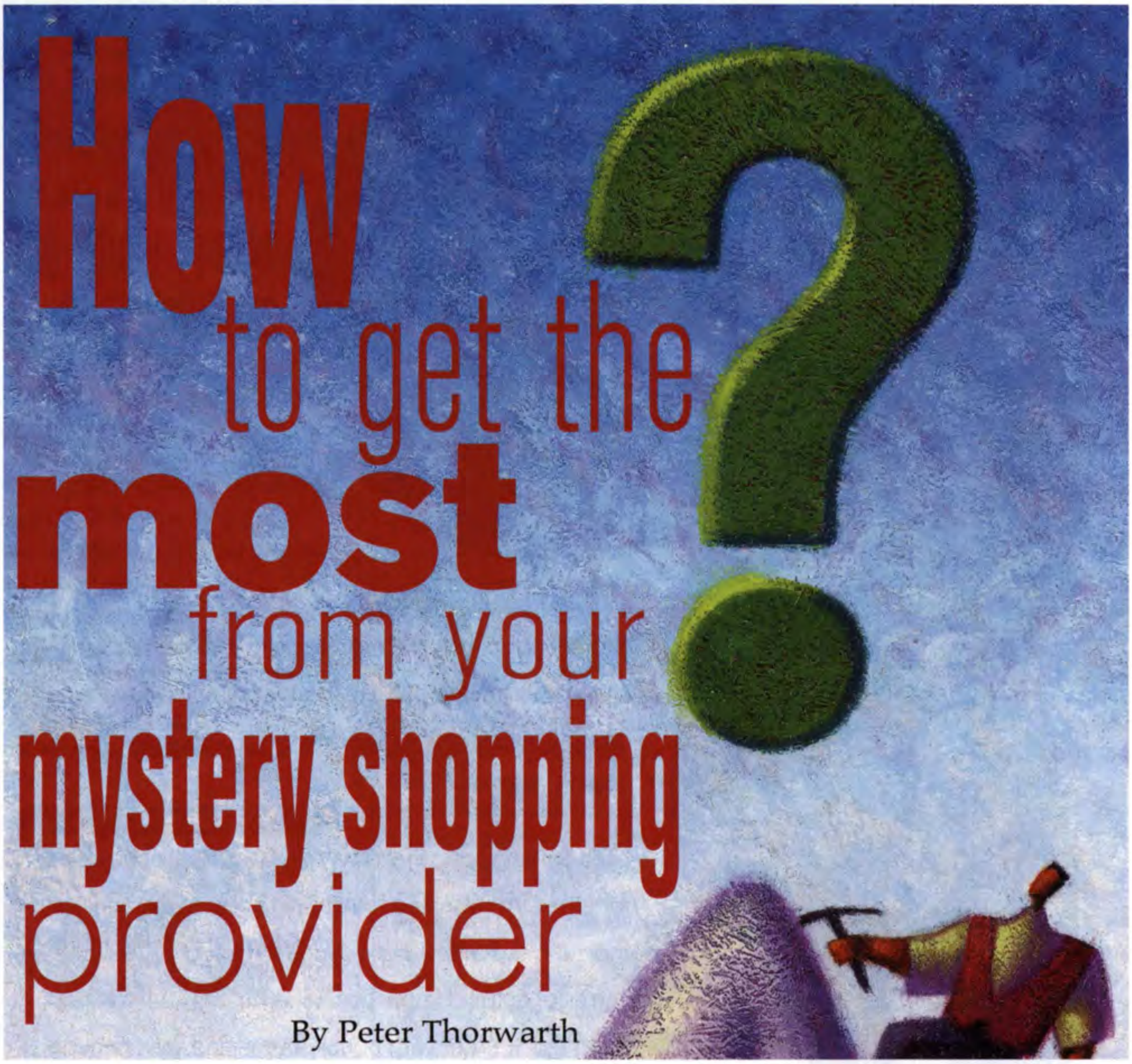
How to get the most from your mystery shopping provider



By Peter Thorwarth

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Mystery shopping is being used more than ever before, in the U.S. and abroad. Used properly, it can be a detailed and revealing way to know exactly how customers are treated. In addition, by linking it to performance standards, mystery shopping can contribute a great deal to your quality control efforts.

However, two things are critical to a program's success:

1) choosing a suitable provider;

2) laying the right foundation in the setup stage.

Choosing a suitable provider

Mystery shopping companies come in all shapes and sizes. Many are honest, experienced, qualified and dedicated to meeting your needs. Unfortunately, some do not have all of those attributes. It's fairly easy to be sold by the wrong company, a firm that doesn't really have the right skills or background for your assignment. Here's how to choose one that will do a good job for you:

1) Find a provider with a strong track record.

It is generally not wise to use a company that has been mystery shopping for less than three years. It takes that long to develop a strong list of proven shoppers. It also takes that long to learn how to write effective surveys and instructions. Those are critical to making sure your

results are accurate, actionable and a meaningful reflection of the specific things you want the mystery shopping efforts to measure.

2) Seek out a provider with good references.

Just as you would not give a major mail or telephone survey to an unknown vendor without checking on their references first, it's important to ask a mystery shopping provider for a list of its customers and some contact names. Make a few phone calls and see what their clients say.

Note: Both the providers and their clients may be reluctant to explain their mystery shopping programs in detail. You should respect this, because they are trying to maintain a professional level of confidentiality and protect internal information, such as the strengths/weakness of the client that the mystery shopping form may reveal.

3) Favor providers with experience in the relevant product/service categories.

Try to find a provider who understands the industry in question, its priorities and issues. This will make a big difference in their efforts to develop and execute a successful program for you.

Keep in mind each provider is somewhat unique. For example, some companies are extremely experienced with restaurant mystery shopping, others are very well-versed in bank mystery shopping, and so on.

A professional and reputable provider will acknowledge whether or not they have the requisite experience to serve you well. When restaurants contact us, we refer them to other firms with more experience in that area. (On such occasions, I consult the MSPA Sourcebook, put out by the Mystery Shopping Providers Association [www.mysteryshop.org]. You can also consult the annual *Quirk's* directory of mystery shopping providers, which begins on page 65 of this issue.)

A cautionary note: Like so many other things, if something sounds too good to be true, it probably is. If a company claims it can mystery shop all of the locations in 24 hours and do it for an amazingly low rate, it may just be stretching the truth to get your business. There have been numerous stories over the years of new or small mystery shopping companies that got the big assignment, hung up the phone and then said "How are we going to do this?" If they mention temp services at all, you should be very concerned. Using temp services means the guidelines and priorities will be passed through many hands and most of them will be inexperienced.

Laying the right foundation in the setup stage

1) Open up with your provider.

Once you've selected a mystery shopping provider, have them sign a simple non-disclosure agreement and fax it back to you. After they have, you'll feel more comfortable sharing with them all of the relevant information from your company/your client. This information may include:

• location lists;

• information about new products, services or policies;

• indications of the areas where the company thinks it may be weak (and therefore is trying to measure that weakness).

Tell them your concerns and what needs to be measured. Send them a bullet-point list of issues that you/your client worry about every day. Be as specific as possible, so they can design a survey instrument that addresses those things directly and specifically.

Some examples:

Vague: "We want to know if they explain our product well."

Specific: "We want to know which of this list of features they mention and which benefits of those features they explain."

Vague: "We want to know if customers are being acknowledged enough."

Specific: "We want to know if customers are being greeted every time they come within 20 feet of an employee."

Vague: "We want to know if customers are getting good service."

Specific: "We want to know how employees respond when asked about something that seems to be out of stock. How often do they do any of these things they're trained to do: offer to check the warehouse, call other stores, and give customers a rain check?"

Note: If possible, give the provider a copy of the training materials, so they can see the language that has been used and develop a mystery shopping form that is in sync with the skills that have been trained or emphasized.

2) Location lists.

The provider is going to send people driving to locations, where they will interact with people and then fill out a mystery shopping form. Don't short-circuit their efforts by sending a location list that is out of date. Track down the best list available. If possible, send it to them as a computer list (in Excel, for example) so they won't have to spend time typing your locations into their system.

(An unusual twist on this is when clients provide a list that includes stores that haven't been built yet!)

3) Report considerations.

Explain who will be receiving the results. Are they going just to the corporate offices, or will they be distributed to regional managers, district managers, and even store managers?

If the results are just for certain executives, the provider can focus on formats that deliver a great deal of data in a compact, easy-to-use format like Excel. If you need Word or PowerPoint reports, tell the provider who will see those reports and what issues they want tabulated.

On the other hand, if the results may flow all the way down to the store level, the provider will concentrate on delivering forms that show all of the detail about an individual store visit. Some businesses have location managers post these in the backroom for employees to read. Your provider can create a form that works well for this purpose.

4) Scoring systems.

There are situations where a client wants each report to be scored. This makes it possible to give special attention to the locations/individuals who do very well (or very poorly). If you want your reports to be scored, it is up to you to develop the point assignments. Your provider can certainly help with the execution, but you know which parts of the survey are critical and which are less important. For example, a car dealer might want 50 points out of 100 assigned to the question "Did s/he make an effort to close the sale?" while a hardware/housewares chain might assign just five points to that question.

Read the results

One of the most important ways to get the most from your mystery shopping provider is this: make the time to read and digest the results.

Every businessperson today is wearing at least two hats and time is hard to find. But if you don't find a way to review and consider the results and then act on them, the mystery shopping program will not accomplish its goals.

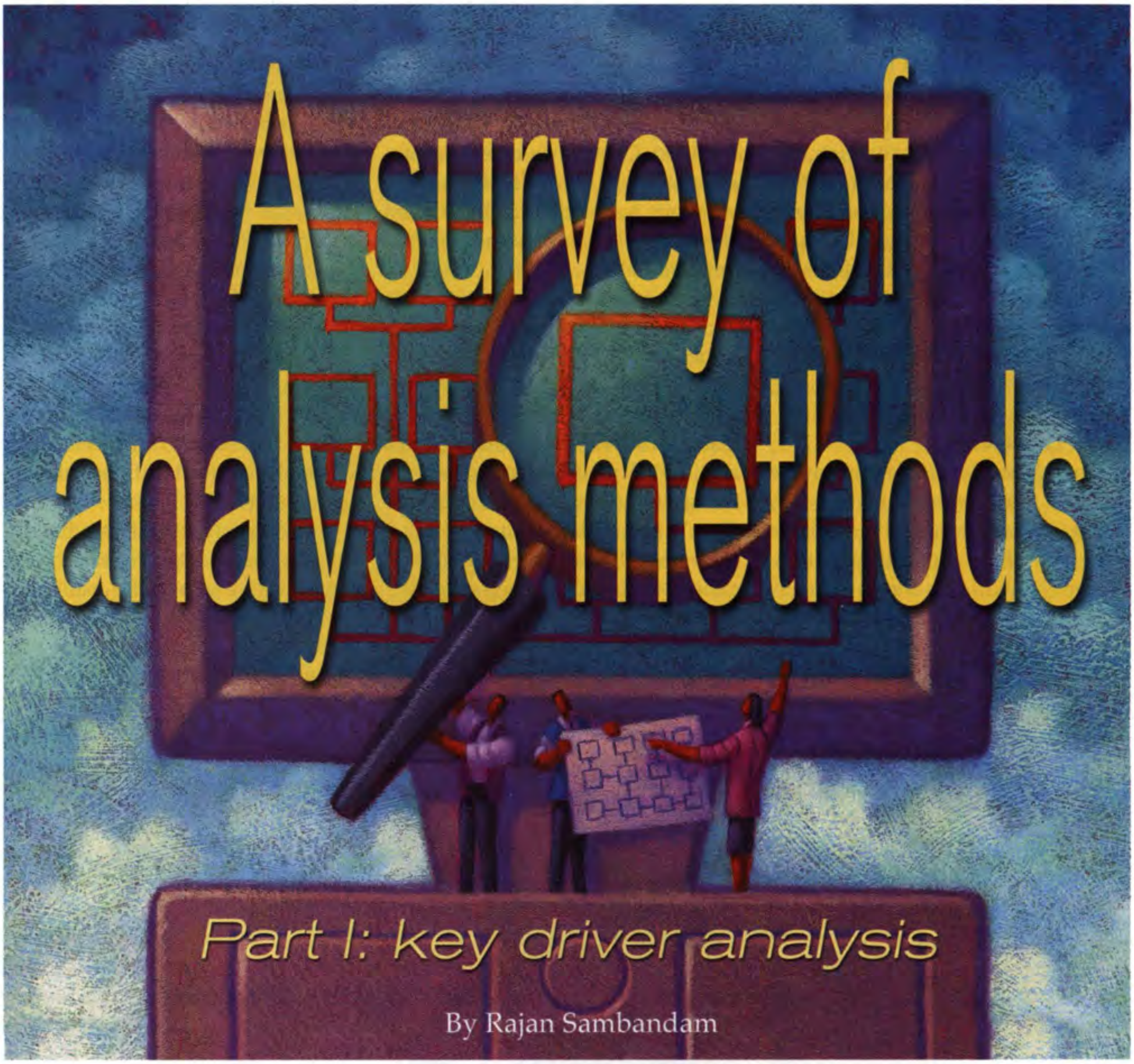
When the results come in, look them over and compare the in-store performance with your expectations. Look at any statistics on a question-by-question basis, so you can learn which things are fine and which need attention. Contact your training people and/or use all available communications tools to spread the word about the elements that need to be improved.

As the results are communicated to other parts of the company, keep a positive spin on them. For example, "Our mystery shopping program has confirmed that the stores are clean, that almost everyone is wearing name tags, and 90 percent of customers are being greeted within two minutes. That's great! However, we must remember that add-on sales are the easiest way to increase per-store sales totals. Remember to help the store and help the customer by suggesting the other items that most customers would purchase at the same time."

If you only draw attention to the things that are being done poorly, there may be some hard feelings and there will certainly be far less buy-in from the field.

Another way to maximize your use of mystery shopping is to create a follow-up program. Once you have determined, for example, that add-on sales could be much better than they are, work with your mystery shopping provider to create a program that promotes and improves add-on sales. Announce that "Mystery shoppers will be in the stores again next month and every sales associate who mentions two possible add-on items will receive a gift certificate to the movies." Or reward managers/district managers whose locations improve in key areas.

Working effectively with your mystery shopping provider and keeping a positive spin on the results will move the needle and give you the improved performance that you desire.



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Practical marketing research deals with two major problems: identifying key drivers and developing segments. In the first article of this two-part series we will look at key driver analysis and in the second part we will look at segmentation.

Key driver analysis is a broad term used to cover a variety of analytical techniques. It always involves at least one dependent or criterion variable and one or (typically) multiple independent or predictor variables whose effect on the dependent variable needs to be understood. The dependent variable is usually a measure on which the manager is trying to improve the organization's performance. Examples include overall satisfaction, loyalty, value and likelihood to recommend.

When conducting a key driver analysis, there is a very important question that needs to be considered: Is the objective of the analysis explanation or prediction?

Answering this question before starting the analysis is very useful because it not only helps in choosing the analytical method to be used but also, to some extent, the choice of variables. When the objective of the analysis is explanation, we try to identify a group of independent variables that can explain variations in the dependent variable and that are actionable. For example, overall satisfaction with a firm can be explained by attribute satisfaction scores. By improving the performance on those attributes identified as key drivers, overall satisfaction can be improved. If the predictors used are

not actionable, then the purpose of the analysis is defeated.

In the case of prediction, we try to identify variables that can best predict an outcome. This is different from explanation because the independent variables here do not have to be actionable, since we are not trying to change the dependent variable. As long as the independent variables can be measured, predictions can be made. For example, in the financial services industry, it is important to be able to predict (rather than change) the creditworthiness of a prospective customer from the customer's profile.

Beyond the issue of explanation versus prediction, there are two other questions that help in the choice of analytical technique to be used:

1) Is there one, or more than one, dependent variable?

2) Is the relationship being modeled linear or non-linear?

In the remainder of this article we will discuss analytical methods that would be appropriate if one or both of these questions is answered in the affirmative.

Single dependent variable

Scaled values

Key driver analyses often use a single dependent variable and the most commonly used method is multiple regression analysis. A single scaled dependent variable is explained using multiple independent variables. Typically, the scale for the dependent variable ranges from five points to 10 points and is usually an overall measure such as satisfaction or likelihood to recommend.

The independent variables are some measures of attribute satisfaction usually measured on the same scale as the dependent variable, but not necessarily. There are two main parts to the output that are of interest to the manager: the overall fit of the model and the relative importance.

The overall fit of the model is often expressed as R^2 or the total variance in the dependent variable that can be explained by the independent variables in the model. R^2 values range from 0 to 1, with higher values indicating better fit. For attitudinal research, values in the range of 0.4-0.6 are often considered to be good. Relative importance of the independent variables is expressed in the form of coefficients or beta weights. A weight of 0.4 associated with a variable means that a unit change in that variable can lead to a 0.4 unit change in the dependent variable. Thus, beta weights are used to identify the variables that have the most impact on the dependent variable.

While regression models are quite robust and have been used for many years they do have some drawbacks. The biggest (and perhaps most common) is the problem of multicollinearity. This is a condition where the independent variables have very high correlations among them and hence their impact on the dependent variable is distorted. Different approaches can be taken to address this problem.

A data reduction technique such as factor analysis can be used to create factors out of the variables that are highly correlated. Then the factor scores (which are uncorrelated with each other) can be used as independent variables in the regression analysis. Of course, this would make interpretation of the coefficients harder than when individual variables are used. Another method of combating multicollinearity is to identify and eliminate redundant variables before running the regression. But this can be an arbitrary solution that may lead to the elimination of important variables. Other solutions such as ridge regression have also been used. But, if in fact the independent variables truly are related to each other, then suppressing the relationship would be a distortion of reality. In this situation other methods, such as structural equation modeling, that use multiple dependent variables may be more helpful and will be discussed later in this article.

Categorical values

What if the dependent variable to be used is not scaled, but categorical? This situation arises frequently in loyalty research and examples include classifications such as customer/non-customer and active/inactive/non-customer. Using regression analysis would not be appropriate because of the scaling of the dependent variable. Instead, a classification method such as linear discriminant analysis (or its equivalent, logistic regression) is required. This method can identify the key drivers and also provide the means to classify data not used in the analysis into the appropriate categories.

Key driver analyses with categorical dependent variables are often used for both explanation and prediction. An example of the former is when a health care organization is trying to determine the reasons behind its customers dis-enrolling from the health plan. Once these reasons are identified, the company can take steps to address the problems and reduce dis-enrollment.

An example of the latter is when a bank is trying to predict to whom it should offer the new type of account it is introducing. Rather than trying to change the characteristics of the consumers, it seeks to identify consumers with the right combination of characteristics that would indicate profitability.

Multiple dependent variables

As mentioned above, one problem with multiple regression models is that relationships between independent variables cannot be incorporated. It is possible to overcome this by running a series of regression models. For example, if respondents answer multiple modules in a questionnaire relating to customer service, pricing etc., individual models can be run for each module. Following this an overall model that uses the dependent variables from each model as independents can be run. However, this process can be both cumbersome and statistically inefficient.

A better approach would be to use structural equation modeling techniques such as LISREL or EQS. In these methods, a single model can be specified with as many variables and relationships as desired and all the importance weights can be calculated at once. This can be done for both scaled and binary variables.

By specifying the links between the independent variables, their inherent relationships are acknowledged and thus the problem of multicollinearity is eliminated. But the drawback in this case is that the nature of the relationships needs to be known up front. If this theoretical knowledge is absent, then these methods are not capable of identifying the relationships between the variables.

Non-linearity

All of the methods discussed so far have been traditionally used as linear methods. Linearity implies that each independent variable has a linear (or straight-line) relationship with the dependent variable. But what if the relationship between the independent and dependent variables is non-linear? Research has shown that in many situations, linear models provide reasonable approximations of non-linear relationships and thus tend to be used since they are easier to understand. There are situations however, where the level of non-linearity or the predictive accuracy required is so high that non-linear models may need to be used.

The simplest extensions to linear models use products (or interactions) of independent variables. When two independent variables are multiplied and the product is used as an independent variable in the model, its relationship with the dependent variable is no longer linear. Similarly, other non-linear effects can be obtained by squaring a variable (multiplying it with itself), cubing it or raising it to higher powers. Such models are referred to as polynomial regression models and they have useful properties. For example, squaring a variable can help model a U-shaped relationship such as the one between a fruit juice's tartness rating and the overall taste rating. Other variations such as logarithmic (or exponential) transformations can also be used if there is a curved relationship between the dependent and independent variables.

The methods described above are not strictly considered to be non-linear methods. In real non-linear models the relationship between the dependent and independent variables is much more complex. It is usually in a product form and linearity cannot be achieved by transforming the variables. Further, the user needs to specify the nature of the non-linear relationship to be modeled. This can be a very important drawback, especially when there are many independent variables. The relationship between the dependent and independent variables can be very complicated, making it extremely hard to specify the type of non-linear model required. A recent development in non-linear models that can help in this regard is the multivariate adaptive regression splines (MARS) approach that can model non-linear relationships automatically with minimal input from the user.

Non-linear models are particularly useful if prediction rather than explanation is the objective. The reason for this is that the coefficients from a non-linear regression are much harder to interpret than those from a linear regression. The more complicated the model, the harder the coefficients can be to interpret. This is not really a problem for prediction because the issue is only whether an observation's value can be predicted, not so much how the prediction can be accomplished. Hence, if explanation is the objective, it is better to use linear models as much as possible

Artificial intelligence

The title of artificial intelligence covers several topic areas including artificial neural networks, genetic algorithms, fuzzy logic and expert systems. In this article we will discuss artificial neural networks as they have recently emerged as useful tools in the area of marketing research. Although they have been used for many years in other disciplines, marketing research is only now beginning to realize the potential of these tools. Artificial neural networks were originally conceived as tools that could mathematically emulate the decision-making processes of the human brain. Their algorithm is set up in such a way that they "learn" the relationships in the data by looking at one (or a group of) observation(s) at a time.

Neural networks can model arbitrarily complex relationships in the data. This means that the user really doesn't need to know the precise nature of the relationships in the data. If a network of a reasonable size is used as a starting point, it can learn the relationships on its own. Often, the challenge is to stop the network from learning the data too well as this could lead to a problem known as overfitting. If this happens, then the model would fit the data on which it is trained extremely well, but would fit new (or test) data poorly.

While complex relationships can be modeled with neural networks, obtaining coefficients or importance weights from them is not straightforward. For this reason, neural networks are much more useful for prediction rather than explanation.

There are many types of neural networks, but the most commonly used distinction is between supervised and unsupervised networks. We will look at supervised networks here and at unsupervised networks in the next article. Supervised neural networks are similar to regression/classification type models in that they have dependent and independent variables.

Back-propagating networks are probably the most common supervised learning networks. Typically they contain an input layer, output layer and hidden layer. The input and output layers correspond to the independent and dependent variables in traditional analysis. The hidden layer allows us to model non-linearities. In a back-propagating network the input observations are multiplied by random weights and compared to the output. The error or difference in the output is sent back over the network to adjust the weights appropriately. Repeating this process continuously leads to an optimal solution. A holdout (or test) dataset is used to see how well the network can predict observations it has not seen before.

Recent advances

Several recent advances have been made in key driver methodology. The first of these relates to regression analysis and is called hierarchical Bayes regression. Consider an example where consumers provide attribute and overall ratings for different companies in the marketplace. Different consumers may rate different companies based on their familiarity with the companies. An overall market-level model can be obtained by combining all of the ratings and running a single regression model across everybody. But if we one could run a separate model for each consumer and then combine all of that information, the resulting coefficients would be much more accurate than what we get from a regular regression analysis. This is what hierarchical Bayes regression does and is hence able to produce more accurate information. Of course, this type of analysis can be used only in situations where respondents provide multiple responses.

For classification problems, there have been a series of recent advances such as stacking, bagging and boosting. In stacking, a variety of different analytical techniques are used to obtain classification information and then the final results are based on the most frequent classification of data points into groups in each of those methods. Bagging is a procedure where the same technique is used on many samples drawn from the same data and the final classifications are made based on the frequencies observed in each sample. Finally, boosting is a method of giving higher weights to observations that are mis-classified and repeating the analysis several times. The final classifications are based on a weighted combination of the results from the various iterations.

Variety of tools

This article has touched upon both traditional methods and recent developments in key driver methodology that may be of interest to marketing research professionals. The particular method to be used often hinges on the primary objective - explanation or prediction. Once this determination is made, there are a variety of tools that can be used that include linear and non-linear methods, as well as those that employ multiple dependent variables.

Best practices for online survey research

By Scott Dimetrosky, Sami Khawaja, and Phil Degens

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While many years of research have established best practice approaches for mail and telephone surveys, the burgeoning field of online research has raised a number of fundamental questions.

• What type of layout - screen vs. scrolling - works best?

• Do incentives have any impact?

• What other techniques will minimize sources of survey error?

• How do the results of online surveys compare with other survey modes?

Most importantly, many researchers are still wondering if online survey research is even a meaningful option or is it a mere "convenience sample" approach.

With over 149.6 million Internet users in the United States (according to Nielsen//NetRatings) and the increasing popularity of broader bandwidth it's clear that online survey research will only become more and more prevalent. The question, therefore, will not be if one should conduct online surveys, but how best to conduct online surveys.

There have been a number of recent studies that have sought to examine many of these unanswered questions concerning online research. These studies are gradually helping researchers better understand these issues and establish a best practice approach for online survey research. This article summarizes some of the more notable findings from recently published studies, and should assist any researcher considering conducting a survey online. Some questions, of course, will remain outstanding until more definitive research is available.

Online survey context: What are the sources of error?

Dillman and Bowker (2000) identify four main sources of survey error and discuss practices that will minimize these errors. The papers that we reviewed examined these practices in even greater detail, often presenting powerful evidence that will help guide the researcher. The errors to be aware of are:

• Coverage error: The result of all units in a defined population not having a known nonzero probability of being included in the sample drawn to represent the population.

• Sampling error: The result of surveying a sample of the population rather than the entire population.

• Measurement error: The result of inaccurate responses that stem from poor question wording, poor interviewing, survey mode effects and/or some aspect of the respondent's behavior.

• Nonresponse error: The result of nonresponse from people in the sample, who, if they had responded, would have provided different answers to the survey questions than those who did respond to the survey.

What survey mode is best to use? Table 1 provides a general comparison.

Table 1: General Comparison of Survey Modes

Item	Mail	Telephone	Web	Source
Overall Response Rate	Good, with proper incentives	Good, but increasingly more difficult	Good with e-mail invite, poor otherwise.	Kwak and Radler, 2000; Guterbock and colleagues, 2000; Medlin, Roy, and Ham Chai, 1999; Schaefer and Dillman, 1998
Item Response Rate	Good	Good	Excellent for screen layout, Poor to good for scroll layout	Kwak and Radler, 2000; Medlin, Roy, and Ham Chai, 1999; Schaefer and Dillman, 1998; Vehovar and Manfreda, 2000; Dommeyer and Moriarty
Self-selection Bias	Minor	Minor, but increasingly a problem	Minor using targeted e-mail invite, considerable if simply posted on Web page	Manfreda, Vehovar, and Batagelj, 1999; Askew, Craighill, and Zukin, 2000; Krotki, 2000; McCready, 2000
Cost	Expensive for large samples, better for smaller samples.	Less expensive for larger samples.	Normally the least expensive, particularly for large samples	Bauman, Jobity, Airey, and Atak, 2000; Aoki and Elasmar, 2000
Turnaround time	Poor	Good	Excellent	Aoki and Elasmar, 2000; Kennedy, 2000; Tedesco, Zukerberg, and Nichols, 1999
Data entry/accuracy	Requires keypunch, verification	Good with CATI system	Excellent with proper layout, plus can use pop-up verification	Kennedy, 2000; Tedesco, Zukerberg, and Nichols, 1999
Length of time for respondent to complete surveys	Slow	Reasonable	Can be fast	Aoki and Elasmar, 2000
Open-ended responses	Good	Good	Uncertain: research has found contradictory results	Farmer, 1998; Totten, 2000; Aoki and Elasmar, 2000; Schaefer and Dillman, 1997; Kwak and Radler, 2000; Ramirez, Sharp, and Foster, 2000

Conducting online surveys

E-mail attached vs. embedded: The literature review indicated that embedded surveys are far superior to attached surveys (Dommeyer and Moriarty, 2000). The embedded e-mail survey, despite its formatting limitations, can be answered and returned by the most unsophisticated of e-mail users, and, therefore, can appeal to a broader audience.

E-mail only vs. e-mail with Web link: Surprisingly, there were no studies to compare e-mail only versus e-mail invitations with a link to a Web survey. This could be because of a lack of a sophisticated data entry e-mail survey software system (and the advances of data collection using the Web). It could also be that, as more users connect to the Internet with higher bandwidth, the link in the e-mail to the Web survey will appear seamless, and thus researchers are focusing on future technology.

Screen vs. scroll layout: Research

has indicated that there is no difference in dropout rates between scrolling and screen-based (putting just one or a small series of questions on one screen) surveys. However, screen-based surveys had lower item nonresponse (Vehovar and Manfreda, 2000). A screen-based approach also allows skip patterns to be fully automated (Tedesco, Zukerberg, and Nichols, 1999). Other papers point out that, in a scrollable or static Web design where all the questions are displayed on a single HTML page, the respondent can make more informed decisions about participation based on the content of the survey (Crawford and Couper, 2000).

Use of logos/fancy designs: The literature indicates that using logos (graphics) can reduce item nonresponse, as the picture may help "trigger" a respondent's memory, particularly in awareness questions (Vehovar and Manfreda, 2000). However, the use of excessive graphics or logos can lead to an increase in overall survey nonresponse, presumably due to slow downloading (Vehovar and Manfreda, 2000; Dillman, Tortora, Conradt, and Bowker, 1998). Careful survey designers must therefore consider the connection speeds of their target respondents and gradually increase the use of logos/fancy designs as higher bandwidth becomes more common.

Alignment of text/general layout: Research has found that the alignment of questions (left- vs. right-justified) and the location of answer categories (left vs. right) had no impact on results (Dillman and Bowker2, 2000). However, the literature does indicate that something should be done to minimize the presence of white space on the screen (which respondents found confusing) and that the simplicity of the format and ease of navigating through the document are of paramount importance to respondents (Dillman and Bowker2, 2000). The use of Java scripts or other advanced programming techniques can also seriously limit the number of people that can take the survey, or detract from the survey credibility (Dillman and Bowker, 2000; Kennedy, 2000).

Invitations/reminders: The more active the invitation is (e.g., pop-up windows or e-mail invites with hyperlinks), the better the response; the more passive (e.g., icons and banners), the self-selection factor is more significant, while response decreases (Bauman, Jobity, Airey, and Atak, 2000). In addition, reminders were generally found to increase response rates, often resulting in spikes in the response rate (Clark and Harrison, 2000). More frequent reminders were found to lead to an increase in response rates (Crawford and Couper, 2000). Some researchers also found no statistical difference in response rate between those getting an email reminder versus those getting a phone reminder (Clark and Harrison, 2000).

Incentives/lotteries: Per-respondent incentives, which give the best response rates for mail surveys, are difficult and costly to administer (logistically) for online surveys (Bauman, Jobity, Airey, and Atak, 2000). Larger, more valuable prizes such as Palm Pilots were also found to help increase response rates (Bauman, Jobity, Airey, and Atak, 2000). Like mail surveys, prizes should be appropriate for the audience and not detract from the seriousness of the study (Bauman, Jobity, Airey, and Atak, 2000). There were no studies of "instant winner" prizes, although these are becoming more popular.

Open-ended questions: The research seems to indicate contradictory results for the use of open-ended questions in online surveys. A number of papers (Farmer, 1998; Totten, 2000; Aoki and Elasmar, 2000) reported that online open-ended responses were not as informative as other survey modes. Other papers, however, reported that online surveys gave preferable open-ended responses in terms of the level of detail and the number of words (Schaefer and Dillman, 1997; Kwak and Radler, 2000; Ramirez, Sharp, and Foster, 2000).

Progress indicators: While a

progress indicator was hypothesized to increase the response rate, one research team found that the progress indicator captured only the number of questions left, not real time (e.g., open-ended questions), and therefore was ineffective (Crawford and Couper, 2000). No research tested the effect of telling users the number of questions in advance, although those who were told the survey would take less time (regardless of actual time) were more likely to complete the survey (i.e., dropouts were not higher for surveys that took longer than the invitation indicated) (Crawford and Couper, 2000).

Password access: Password access is important for surveys in which there is a risk of respondents completing the survey more than once. Some research indicated that passwords may even increase the response rate, particularly when they are simple and are easily cut and pasted into the survey entry page (Crawford and Couper, 2000).

Weighting responses to represent population: The literature is somewhat contradictory concerning the ability of researchers to weight online surveys to match target populations. Some researchers have adamantly declared that, even with weighting, the self-selection bias and coverage error (lack of those with online access) severely undermine the meaningfulness of online survey results (Manfreda, Vehovar, and Batagelj, 1999; Askew, Craighill, and Zukin, 2000). There is, however, a commercially available Web panel that carefully selects participants and provides them with hardware and software (through WebTV) that has been found statistically representative of conducting a random-digit-dialed (RDD) CATI study (Krotki, 2000; McCready, 2000).

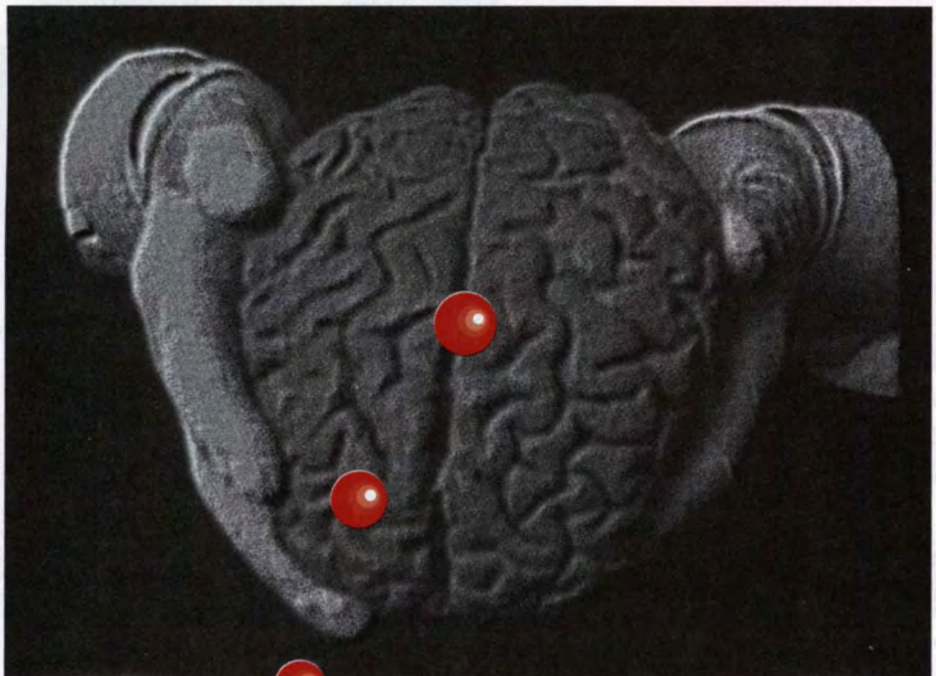
Introductions: The survey introduction in the Web context is best served by brevity; some researchers found that participation increased when they converted the traditional cover letter approach to a succinct intro with FAQs (Bauman, Jobity, Airey, and Atak, 2000). Researchers also recommend that the first question be short and easy to fill in, so that potential respondents are not discouraged (Dillman and Bowker, 2000).

Response rates: Several studies comparing Web surveys to mail methods find lower response rates for the former. For example, Kwak and Radler (2000) obtained a response rate of 42 percent for mail and 27 percent for Web on comparable samples of college students. In a similar study, Guterbock and colleagues (2000) obtained response rates of 48 percent for mail and 37 percent for Web. In a survey of computer software companies in Australia, Medlin, Roy, and Ham Chai (1999) obtained a response rate of 47 percent for mail and 28 percent for Web. Similar differences have been found for e-mail surveys (Schaefer and Dillman, 1998).

Use of sort tests, concept tests, package testing, and copy development: General Mills has had positive results using the Internet for consumer product testing. It has investigated over 100 validation cases and found generally minor differences between online and offline research. The main differences are from in-person vs. self-administered study designs, suggesting that all stimulus and questionnaire materials are clearly understood without interviewer prompting (Peterson, 2000).

For more information

An excellent source of online survey research information, including an extensive bibliography with links to many of the papers cited here, can be found at www.websm.org, provided by the University of Ljubljana, Slovenia. Additional information may be obtained from the Interactive Marketing Research Organization (IMRO), which promotes online scientific and ethical research practices (www.imro.org).



The project from hell: a cautionary tale

By Deborah C. Sawyer

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It's more usual to write about successes than failures; the following story about a project that was more failure than success offers a cautionary tale for anyone about to embark on research, be they client or research supplier. For my company, it was simply - and always will be - TPFH: The Project From Hell.

To fully convey the horror of it all, it is first necessary to backtrack and fill in the reader about our company, our client's goals and the project. Information Plus specializes in qualitative research, notably one-on-one interviews over the phone. We do not use structured questionnaires but rather scripts which allow for open-ended questions. Our main focus is business-to-business research. In October 1997, we were approached by a company we'll refer to as VC. A management consulting firm, VC had used our services in the 1986-1990 period but we had not heard from them since. Boy, how we wished things had stayed that way!

VC was working for a banking industry association in Canada and wanted to demonstrate that Canadian legislation preventing banks from participating in car leasing had a detrimental effect on lease rates. VC had just done a quick survey of its own (calling a total of 50 car dealers in Canada and the U.S.) and had decided, based on its method and this small sampling, that it could prove the absence of bank financing for leases in Canada created a spread between loan and lease rates closer to 2 percent, whereas in the U.S., where the banks do participate in leasing, there was only a 1 percent difference.

So they wanted to conduct 600 interviews, 300 in each country. They turned to us, they said, because of our ability to do in-depth interviews.

In January 1998, when TPFH finally began, VC showed up with the full specs. Our discussions in 1997 had given us the skeleton of the project; here was the flesh. Research was to focus on three particular auto makers:

Chevrolet, Dodge and Ford. For each, a particular vehicle had been selected. Of the 300 calls in each country, 100 were to be made to each dealer. Next came the weighting, which had to account for where dealers are located; for example, if a third of all the car dealers in Canada were in the province of Ontario, then a third of the sample had to be in Ontario. Sounds easy enough so far, right?

The next catch was that the sample was also to be allocated to cities in three size ranges: those of 250,000+ population, those in the 100,000-249,999 range and those of 99,999 and under, with 150 calls to the 250,000+ group and 150 covering the 249,999 and under cities. Oh, and a 50-mile radius had to be imposed after every trio of dealers had been called. So when we had called a Chevrolet, Dodge and Ford dealer in one population center, we would have to eliminate calling any more within a 50-mile radius of those dealers.

Enough, you think? VC wasn't done yet. We also had to avoid the subvented rate - the low interest rates such as 0.9 percent or 1.9 percent - advertised by car dealers to attract sales. All loan and lease rates had to be for three-year terms. And, all calls had to be on a mystery shopper basis, with no identification of our company.

With those specifications out of the way, they introduced us to their computer program. Data obtained - the manufacturer's suggested retail price, residual value, capitalized cost, cap cost reduction, lease term, stated interest rate, monthly payment - had to be entered into a computer program which would then check the stated interest rate (which the dealer had verbally provided) against the calculated interest rate derived from the other data (buried in the monthly payment, residual value, etc.). This would reveal what the dealer was really charging. The idea was that the stated interest rate and the calculated interest rate should be within 10 basis points of one another. In this way, VC hoped the 300 calls in Canada would neatly show their presupposed 2 percent spread while those in the U.S. would calculate closer to 1 percent. (We also had to source loan rates.) They called it breakthrough research. "Breakdown" research might be a better term.

TPFH was to be conducted over a six-week period. By the time my company had finished the work, we had had to: abandon all our other client work; take on extra staff; work evenings - something we don't usually do; and tear out most of our hair. And, as a company which usually designs its own research strategies, we had had to wrestle with a very inflexible design that VC refused to adapt to market realities. Here are some of the things that went wrong and the issues other research suppliers and their clients need to consider so they never end up with such a nightmare on their hands.

• *Be upfront from Day One, Minute One, as to what the project really involves.*

Had we known about the computer program back in October 1997 we would never have quoted on the work. The kind of in-depth interviews we do involve discussing issues, strategies, plans, and trends and when we do obtain statistical information, we do not run it through a computer program. We accept that the data provided to us is usually provided in good faith, and catching people out - which is what this program attempted to do with the car dealers, who often mask exorbitant interest rates in their quotes - is not really part of what we do.

• *Is your sample realistic?*

One of the biggest hurdles we had to face in getting this project off the ground was getting the sample to shape up the way VC wanted it, namely, to slice the pie vertically, horizontally and obliquely. The first problem was that their cuts, in terms of city sizes, did not match with how list brokers cut their lists; few were able to provide lists segmented by a population size of 100,000-249,999. The next problem was the weighting. No matter how many ways we tried to get the world to come out to suit VC, it was not possible. When weighted by size, for dealers in population centers of 250,000+:<250,000, the ratio was 1:6 in Canada, with the ratio closer to 1:15 in the United States, meaning the 150:150 split could not be accommodated. And when we tried to weight the sample to where dealers were geographically concentrated, none of the other criteria could be met.

And this didn't even begin to get at the issue of the 50-mile radius; for example, the area known as the GTA (greater Toronto area) and Golden Horseshoe (the area west of Toronto, through Hamilton, down the Niagara Peninsula to the U.S. border) is where nearly 40 percent of the population of Canada lives and - surprise, surprise - is where most of the car dealers have chosen to locate. Once the 50-mile radius was imposed on this part of the country, a sizeable number of Canadian car dealers were knocked out of consideration.

On the U.S. side of the fence, even greater problems emerged in trying to distribute a sample of 300 dealers across 50 states, weighted to the three size-bands, the two population breaks and geographic dealer concentrations while allowing for the 50-mile radius limitation. It's also debatable whether 300 is really a realistic sample for the U.S. While statistical reliability may be inferred from a number such as 300, the U.S. market is far too large and far too diverse to interpret broader issues such as financing patterns with such a small sample. As it was, we had to persuade VC to change its grand design so we interviewed only in the top 10 states, based on where the largest numbers of Chevrolet, Dodge and Ford dealers were located.

• *Accept that the world is not designed to meet your objectives.*

Developing specs without a reality check also creates ongoing problems in a research project. For TPFH, one of these concerned the number of actual dealers for the three automakers chosen. There are far fewer Dodge dealers in both countries; if a realistic approach had been used, a weighting closer to 60:30:60 (for each 150 calls) would have been used, instead of 50:50:50. The lack of Dodge dealers often made it difficult to come up with the trio required in any population center selected for interview. When asked, one of the VC consultants explained their rationale for picking these three makes of car: there was one of each dealer, within a short drive from his home in Collingwood, Ontario! He viewed this as typical of small towns in Canada and, by extrapolation, the U.S. The fact that Collingwood - a haven of Yuppie chalets and stratospheric real estate values - is probably the most atypical small town in Canada, didn't seem to enter his thinking!

Another "real world" reality which clouded the picture is that, in parts of the U.S. and Canada, leasing is unheard of. As one dealer in Minnesota explained: "Lady, no one leases cars in these parts! I've been here for 20 years and have never done one!" This made it very difficult to come up with both loan and lease data.

• *Are there other ways to achieve the objectives?*

As much as researchers of all stripes like to make their work precise, the fact is, some adjustment is necessary; even scientists working in the lab have to change their experiments as they go along. One of the other obstacles which came up is that the Dodge dealers, in particular, would not quote loan or lease rates other than their own subvented finance rates. VC had placed a very firm parameter on the work that subvented rates were not acceptable, as these would not prove their point. The trouble was, dealers at all three of the auto makers often did not know what the comparable bank loan rate would have been. (And why should they? It wasn't necessarily a requirement of their job.)

Whenever we tried to raise this issue, VC simply faxed back the original specs to us. This was generally true about any problems we raised and, as we were a subcontractor, not the research director, we could not make changes ourselves. For example, it would have been perfectly possible, if they had been willing to ease up on their specs, to phone banks in the various communities where we had interviewed dealers unwilling to give non-subvented loan rates and find out what the community standard was from banks operating in each locality.

Similar inflexibility on the part of VC was also a problem when we encountered sizeable geographic areas where every single dealer refused to discuss pricing and rates over the phone. No doubt this was either a dealer policy or a manufacturer policy, handed down from higher levels; in parts of Canada and the U.S. where the population was sparse - the 50-mile radius often pushed us out into the hinterlands to conduct interviews - it meant there were no further dealers to interview. There were also similar problems if we had interviewed one or two Chevrolet, Dodge or Ford dealers and then the third in that area turned us down. Again, in many parts of both Canada and the U.S., there were no dealers left to turn to when this happened. It also meant perfectly acceptable, completed work had to be discarded.

• *Ranges versus rigidity.*

VC also was very rigid on a number of other issues. Some dealers would only quote ranges for lease rates or loan rates and no amount of re-calling or skillful probing would persuade them to narrow this down to a set amount. When we drew this

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Peter R. Dolan
President
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problem to VC's attention, again, their response was to fax back their original specs - as if we hadn't read them a hundred times already! Their computer program had also been set up so that only fixed lease rates, rather than ranges, could be accommodated in the cells in the spread sheet.

Then there was the issue of terms: many dealers refused to quote for 36-month terms. They were only willing to cite 24-month or 30-month terms. Researchers tried every tactic in the book to tease 36-month rates from these folks but they were unmoved. And who can blame them? Many were just following directives from higher up. Why should someone jeopardize their job for VC? (There were also cases where dealers were likely on probation, meaning they suspected our calls were from the head office, which was checking up on them. No wonder they wanted to play it by the book.)

We also hit a snag with the 10-basis-point tolerance imposed. Car dealers are not known for their precise quoting over the phone and so rarely did the two interest rates come this close.

We eventually told VC it would have to be at least 50 basis points, if they wanted the work done on time.

The key learning here is that, no matter how skilled the researchers or how much effort is expended, no respondent to a survey is obligated to give all the information you want nor to provide it exactly as you need.

What eventually happened?

We did, with Herculean efforts from everyone at both of our locations, manage to get the results to VC on time; another problem with their grand design was that they already had a set deadline for presenting the results of their own analysis (for which they needed our work), to a parliamentary committee. Not such a good idea; sometimes it is better to allow a longer lead-time rather than set the presentation date and then go out to sign up a subcontractor. Interestingly enough, not only did VC manage to present its work on schedule, as studies published by its banking industry association client and reported in the press revealed, they ended up cherry-picking the findings that best met their objectives of "proving" that the loan/lease rate spread is closer to 2 percent in Canada and to 1 percent in the U.S.

When we did our own analysis, we discovered that there really is not much difference and there are just as many wide gaps between loan and lease rates quoted by U.S. car dealers as there are by those in Canada. We also doubt if VC's research methodology, although it went overboard on rigor, really reflects marketplace realities. Interest rates and dealer pricing are not driven by the number of financiers available. Most financial institutions and others who provide financing are subject to fluctuations in the central bank rate and global trends in interest rates, meaning there are forces at work which are bigger than any one single country.

And, conventional wisdom suggests that the way dealers price may have very little to do with what is going on in the larger financial marketplace. One suspects that the way it really works is that, when the auto makers realize they have a lot of vehicles coming off lease in the not-too-distant future, the word goes out to all the dealers to make loan rates look more attractive than lease rates; conversely, when the auto makers feel that they are not doing enough financing - most provide their own funds and do not need indirect lending from other financial parties - then the word goes out to lower the spread between loan and lease rates.

It would be interesting to hear from other research companies - assuming they can follow the convoluted research design for this project - as to what they would have done if approached with TPFH. And did VC really demonstrate valid findings or was the whole exercise really what we felt it was - statistical contortionism - to prove the client's point?

Patient satisfaction

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"shop" the practice. Read on for three solutions.

Tips for a successful health care mystery shopper program

• Tell the staff about the program in advance and get their input on the questionnaire the shoppers will use. "A mystery shopping program works best when employees know what is expected of them," says BAI President Michael Bare. He recommends that the practice announce and promote the program in a positive manner.

• Get physician buy-in, too. "I think physicians are concerned that they are going to come under attack for their care or their medical decisionmaking," says BAI's Lynne Brighton. "We reassure them that the mystery shoppers aren't evaluating the diagnosis at all. We are just looking at how they feel as a patient coming through your system."

• Make sure consultants are knowledgeable about design, data collection, analysis and reporting and that they have the resources to serve you.

• Think through your goals and design the program and questionnaire accordingly.

• Ask quantifiable or objective questions. Ideally, questions should be framed so the mystery patient can check yes or no, then add clarification of negative responses or overall comments later.

• Share the results with the entire team and then act on them to implement effective changes in the practice.

• Reward good performance. When a mystery shopper notes the name of a friendly or helpful employee, make a big deal about it. "The whole idea is to catch people doing things right. We think the bottom line is recognition of a job well done and knowing the areas where there is room to improve," Brighton says.

Up close and personal

"It all started in the waiting room of my children's pediatrician. While I waited - and waited - I was stewing about things like attitude and cleanliness," says Ober. He took notes and offered the office manager some constructive feedback. She later visited Ocala Eye Surgeons, where Ober was administrator at the time, and returned the favor with a few pointers of her own. The whole experience inspired Ober to organize a similar exchange among colleagues in the Florida Society of Ophthalmic Administrators.

Ober and Alwyn Holloway, COE, administrator at EyeSite in Clearwater, Fla., served as the first "exchange patients."

The practices they worked for were far enough away not to be competitors. Ober made an appointment for an eye exam at EyeSite, telling the receptionist he was a traveling salesman who would be in town in a few weeks.

During his visit, Ober was impressed with the practice's signage, clear directions and friendliness of the phone staff, but noticed some problems during the technician's workup. "I was learning and picking up new ideas myself even as I was critiquing the practice," he says.

Later that evening Ober shared his impressions with Holloway and the practice owners over dinner and followed up with a detailed written report. Shortly after, Holloway made a similarly unannounced appointment at Ocala Eye Surgeons. In her final report, she praised the framed mission statement and employee-of-the-month award in the lobby, but wondered why there was no mention of laser correction services. She also wasn't recontacted to confirm her appointment. "That has been one of my pet peeves, and is something we're trying to improve," Ober says. In fact, he was surprised to see that some of the same mistakes he'd found at EyeSite were going on right under his nose in Ocala.

Ober, who has 20 years of experience in ophthalmology, is enthusiastic about peer exchange mystery shopping. "I think an administrator is in a better position to notice compliance issues and tech skills than a layperson. Plus, the doctors appreciated the information coming from a seasoned person with no axe to grind or fee to collect and the fellow administrator appreciated knowing I wasn't out to make her look bad," he says.

A professional eye

Other practices have turned to professionals to help them evaluate their customer service skills. The Mystery Shopping Providers Association has more than 100 members that will send in screened and trained "average consumers."

Practices that hire a mystery shopping consultant should expect the consultant to work with them to determine the goals of the program and design appropriate questions and point-scoring systems to meet those goals.

"Make sure the answers are actionable," Bare says. This means establishing measurable and objective criteria, such as the number of rings before the phone was answered or whether staff made eye contact, rather than vague or subjective questions.

Mystery shopping firms offer variations to meet any need. Typically, they send in one "patient" per location, armed in advance with key questions, then repeat the process each month or quarter. "You really need to set a baseline and then measure how you are doing. The fewer times you do it, the less statistically valid that one glimpse is," Bare says. "An established, ongoing program, where employees know that any customer may be the mystery shopper, is more effective and objective than sporadic audits."

Mystery shopping providers can also combine the mystery patient portion with patient or employee satisfaction surveys, audio or video recording, competitor comparisons, and other services.

The fees charged by consultants vary widely. A one-time, one-page questionnaire completed by a single mystery patient will be much cheaper - but perhaps less effective - than a quarterly mystery patient visit with a more extensive questionnaire. Multiple sites also add to the cost.

In some cases, administrators have been surprised at the results. In one job that Bare Associates Senior Vice President Lynne Brighton recalls, the administrator thought she had a problem employee. "It turns out that this employee's focus on patient care made her tough for coworkers to deal with, but she was making a great impression on

15 sample mystery patient questions

1) Was the phone answered within three rings?
2) How long did you have to wait for an appointment?
3) Were you given clear directions to the office?
4) Did you receive a new patient packet in the mail?
5) Were signs directing you to the office clear and visible?
6) Did the receptionist greet you when you entered the office?
7) How long did you wait before being taken into a room for the pre-exam?
8) Did all staff members have a nametag on?
9) Was the facility clean?
10) Were your eyes dilated before you saw the doctor?
11) Were exam procedures explained clearly?
12) Were you given an opportunity to ask the doctor questions?
13) Were your questions answered promptly and respectfully?
14) Were you directed to the optical shop after your exam?
15) Were your glasses/contacts ready when promised?

patients," says Brighton.

Bringing in the troops

Ophthalmic administrator Suzanne Bruno found success in numbers. She had 35 mystery patients come through Horizon Eye Care in Margate, N.J., during a six-month period. All were members of a local civic organization, but only she knew who they were. The practice made a charitable donation to the civic group and provided complimentary exams and 50-percent discounts on eyewear to all participants.

A few of the mystery shoppers - including two who needed cataract surgery - were already patients in the practice. The rest were new patients, most of whom stayed with the practice. They paid for their visits and were reimbursed based on the receipts. Because Bruno had so many mystery shoppers, she could evaluate all five of Horizon's offices and optical shops, as well as the surgery center.

It took a huge effort on Bruno's part to develop the lengthy questionnaire she distributed to the mystery shoppers, communicate secretly with these patients, process all their refunds, and compile evaluations, but the feedback has been invaluable.

For example, being "child-friendly" was a practice goal, so Bruno specifically requested that some of the volunteers bring in their children for exams. "We discovered that our staff and our doctors were good with children, but our office wasn't. That's one thing we changed as a direct result of the program. All our offices now have toyboxes with books, toys, and even video games for older children," Bruno says.

"We also thought a waiting time of 20 minutes was satisfactory, but our patients didn't agree. They expected to wait only 10-12 minutes."

The mystery shopper program validated and reinforced behavior changes Bruno had been preaching all along. In one case, a mystery patient overheard two techs discussing a piece of equipment that needed to be repaired. From her questionnaire, Bruno learned the woman was worried this equipment might be used on her own eyes. "We tell them all the time to maintain a professional demeanor in front of patients, but it took this experience to really make it sink in," Bruno says.

Importantly, Bruno invested as much effort in the final phase of the program as in the "mystery" portion of it. She formed a quality assurance team made up of at least one staff member from each department to deal with the survey results - something she says facilitated staff buy-in. Questionnaire responses were broken down by functional area (surgical, billing, reception), then broken down again into physical plant items and personnel-related items. "Over the course of the next 12 months we made many changes suggested by the mystery patients," Bruno says.

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high-speed Internet access, new or used cars/trucks, a home) or make one of life's major transitions (change jobs or careers, get married, have a child, retire). For more information visit www.insightexpress.com.

Service helps health care providers examine e-solutions

Irving, Texas-based HEALTHvision has introduced e-Health Readiness Assessment and Action Plan services. These services are designed to help health care organizations use the Internet to improve market share and deploy successful e-health solutions to address specific business and clinical issues. As part of the new services, an on-site assessment and planning session provides health care organization leaders with the opportunity to speak with experts about their business and clinical issues in various parts of the organization. Focus group, interview and survey results are aggregated to provide the leadership team with an overall picture of their organization's e-health readiness, as well as a step-by-step action plan to address specific issues with appropriate usage of the Internet. For more information visit www.healthvision.com or call 877-446-1800, option 2.

Study looks at demand for retail financial services

Chicago-based Bank Administration Institute (BAI) is undertaking a study, "Competing on Supply, Winning on Demand: Recapturing Share of Consumer Financial Services," in conjunction with The Cambridge Group. It focuses on the factors that are reshaping consumer demand for retail financial services and the steps that banks can take to increase relevance and differentiation in the minds of their target customers. The study defines a new strategy for banks going forward and provides insights and action steps to help management make appropriate resource allocation decisions. For more information contact Paul McAdam at 312-683-2403 or at pmcadam@bai.org.

Online platform melds qual & quant

BuzzBack, a new online platform for qualitative research, has been introduced. Through BuzzBack, consumer insights are pushed to the desktop in real time, allowing businesses to integrate consumer input into marketing issues and new product innovation. Using Quali-Quant methodology, BuzzBack's approach seeks to add depth to quantitative numbers. Clients log in real-time to a password-protected area from their desktops to watch results unfold. Verbatims are connected to both quantitative data and qualitative insights. BuzzBack uses a combination of sequential and selective recruiting to insure participants are engaged and offer insightful commentary. Screened participants respond on their own time. Built-in prompts direct them to elaborate on topics, and respondents can choose from a variety of emotion icons to punctuate their comments. Respondents are paid cash for each completed session. For more information visit www.buzzback.com.

QuickTake announces enhancements

QuickTake, a division of Wilton, Conn.-based Greenfield Online, has made enhancements to its real-time, self-directed survey tool. QuickTake's custom clients now can survey customers, consumers, employees and business partners whether they are tethered to a PC and/or the Internet or untethered, via PDAs (personal digital assistants), two-way pagers and the telephone, through interactive voice recognition technology developed by NetByTel. The site, designed by Primix Solutions Inc., also features new functional enhancements that provide customers with a more flexible set of tools for information gathering. Other QuickTake enhancements include: custom services, customer advisory boards, expanded Internet reach, direct link surveys, and site intercept surveys. For more information call Jean Tom at 203-846-5790 or visit www.quicktake.com.

Cyber Dialogue debuts segmentation service

New York-based research firm Cyber Dialogue has introduced Value Metrics, a new service designed to help businesses identify and target their most profitable customers online. Value Metrics is a customer segmentation service that employs mathematical models to identify customer attributes and segments that best predict profitable behavior. This service can be deployed, as software, across online customer databases to enable marketers to determine the value of customers attracted to their sites, identify the ones that contribute most toward profitability, and implement marketing campaigns to attract and retain them. For more information contact Deborah Kim at 212-651-9234 or at debkim@cyberdialogue.com or visit www.cyberdialogue.com.

Service investigates prescribing practices

InfoScriber Corporation and New York research firm Ziment, Inc., have formed a co-marketing agreement on an Internet-based information service that investigates physician prescribing practices. Under the terms of the agreement, Ziment will combine the research capabilities of its online physicians' panel, WebSurveyMD.com, with InfoScriber's point-of-prescribing database. Beginning in spring 2001, psychiatry will be the first of several therapeutic specialties that companies can access, with plans in development for cardiology, infectious disease and oncology. For more information visit www.ziment.com or www.infoscriber.com.

Briefly...

Genesis Group, Inc., a Bellevue, Wash., customer service consulting firm, has introduced two new programs: Total Office Management, an integrated **hardware and software system geared toward mystery shopping**; and Signature Executive Service, a group of client services, including **questionnaire design and data processing**. For more information call Brad Worthley at 800-258-6247 ext. 212.

Interserve Corporation, a Tokyo-based e-commerce firm, is now offering **Web-based survey research in Japan**. The service, IS-Map, offers Web-based survey tools and Web-based delivery of results. Respondents can be sampled from registrants on the firm's B2C shopping site. Surveys are designed, supervised, analyzed and reported by in-house research staff. For more information visit www.interserve.co.jp or contact Richard Dorwart at the firm's San Francisco office at 415-296-7244.

Washington, D.C.-based Jstreetdata.com Inc., a Web-based medical market research firm, has registered 5,000 physicians to participate on an as-needed basis in **online medical market research.** The number includes more than 900 cardiology specialists and close to 600 oncology specialists. After a market researcher posts a survey, appropriate medical specialists automatically are invited to participate via e-mail and then survey responses are gathered and calculated in real-time. For more information visit www.jstreetdata.com.

Construction Market Research, a firm specializing in the competitive analysis of construction aggregates market, has released the **1999 edition of its Construction Aggregates Databook**. The 333-page reference source includes a CD-ROM which consolidates 30 years of U.S. government and proprietary data pertinent to the construction aggregates industry. For more information visit www.aggregatemarket.com/databook.htm or call Jane Snyder at 800-397-3240.

Chicago-based SPSS MR software is now shipping Verbastat 6.1, a **coding tool** that helps researchers code open-ended responses. New features in Verbastat 6.1 include: multilingual capabilities; easier coding of multimedia data; unlimited characters in verbatim responses; new editing tools; increased options for importing and exporting data; and more flexible reporting tools. For more information visit www.spss.com.

Survey Monitor

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America's favorite grab-and-go morning food.

Top 10 Restaurant Breakfast Foods Eaten Off-Premises

1. Sandwiches
2. Donuts
3. Soft Drinks
4. Potatoes
5. Bagels
6. Eggs
7. Pancakes
8. Sausage
9. Biscuits
10. Cereal

Finally, while most people still eat breakfast, Americans are skipping breakfast more often. Skipped breakfast meals increased to 49 meals per person, up from 42 meals per person in 1990. The average person skips approximately one breakfast meal a week. NPD found that people of all ages are skipping breakfast more than they did years ago. Children 6-12 and young adults 18-34 lead this trend with the largest increases in skipped meals within the past few years.

Breakfast Meals Skipped By Age Group
Annual skipped meals per capita (person)

	<6	6-12	13-17	18-34	35-49	50-64	65+
1996	12	17	59	73	57	27	10
1999	20	30	63	87	63	36	13

The NPD Group's National Eating Trends panel is the primary source of data for this study. NET's annual sample consists of 2,000 households containing approximately 5,200 individuals. The panel is demographically and geographically balanced to U.S. Census Bureau statistics each year. For more information visit www.npd.com.

Cable networks beat majors in connecting viewers with Web sites

The Food Network and ESPN have emerged as leading television networks when it comes to connecting viewers to program Web sites. The major broadcast networks (CBS, ABC, NBC, and Fox) have not done as well in terms of getting Internet-enabled viewers to access their program sites, although they still do better than most cable networks.

These are some of the findings from a new study jointly conducted by Cincinnati-based Burke, Inc. and Greenwich, Conn.-based NFO Interactive. Findings from the study, "Connecting With Viewers: TV Programs and Their Web Sites," suggest that network Web sites can play a key role in creating loyal program viewers.

To discover more about the evolving relationship between television and the Internet, 8,605 adult NFO Interactive panelists were surveyed via the Internet from October 9 to October 25. Panelists were first asked which of 315 programs on 27 broadcast and cable TV programs they had personally watched in the three months prior to being surveyed. Viewers of programs were then asked if they had ever gone to the network Web site for that program and, if so, whether they had gone to the Web site for program information during or after their viewing. Viewers of each network were also asked if they had ever decided to watch a program as a result of visiting that network's Web site.

A total of 2,682 individuals, or 31 percent of those surveyed, indicated that they had watched at least one of 14 listed Food Network programs in the three months prior to the survey. Of these, 876, or 33 percent, had also been to the Web site devoted to at least one of the programs viewed. "Emeril Live" by itself attracted 714 of these viewers to the Web, although several less heavily watched Food Network programs ("Food Finds," "Good Eats," "Inside Scoop," "Calling All Cooks," and "FoodNation") also managed to inspire at least one-quarter of their viewers to journey to the program Web sites.

Five ESPN programs, including NFL football and Major League Baseball coverage, were included on the survey. A total of 3,970 individuals, or 46 percent of those surveyed, indicated that they had watched one of the listed programs. Of these, 1,179, or 30 percent, indicated that they had been to ESPN's sports-oriented Web site.

The major broadcast networks were definitely the most viewed by survey respondents. More than 90 percent had seen at least one listed program on NBC, ABC, and CBS, and 84 percent had seen at least one of the Fox programs listed. Of these four networks, CBS did slightly better than the others in getting Web-enabled viewers to its program Web sites. Twenty-eight percent of surveyed CBS viewers indicated that they had been to the Web site of at least one CBS program they had seen, compared to 27 percent for ABC, 26 percent for NBC, and 21 percent for Fox. (See table.)

CBS's leading Web franchises in the period covered by the survey included "Survivor" and "Big Brother." ABC's numbers were especially sparked by "Who Wants to Be a Millionaire." NBC's most-viewed Web site was for its Olympics coverage. For Fox, the leading producer of Web-site visitors was its NFL football coverage.

Networks With The Highest Percentage of Web-Site Visitors Among Internet-Enabled Viewers of Their Programs
(Among 27 networks included in the survey)

Network	Viewers Surveyed	Web-Site Visitors	Pct.
Food Network	2,682	876	33%
ESPN	3,970	1,179	30%
CBS	7,920	2,218	28%
ABC	7,979	2,118	27%
NBC	8,127	2,094	26%
Fox	7,208	1,503	21%
MTV	2,759	551	20%
HBO	2,913	517	18%
Nickelodeon	2,297	400	17%
Discovery	4,595	793	17%

Even more cable networks beat the major broadcast networks in terms of using their Web sites to promote program viewing. In this area, the Discovery Channel was the leader among networks included in the survey. A total of 417 surveyed individuals - 9 percent of all Discovery Channel viewers surveyed - indicated that they had decided to watch a program on the Discovery Channel as a result of visiting its Web site. (See table.)

Networks With The Highest Percentage of Internet-Enabled Viewers Saying They Had Watched a Program as a Result of Visiting the Network Web Site
(Among 27 networks included in the survey)

Network	Viewers Surveyed	Watched Program Due to Web Site	Pct.
Discovery	4,595	417	9%
Food Network	2,682	220	8%
Disney Channel	862	53	6%
PBS	4,700	283	6%
The Learning Channel	3,713	218	6%
HBO	2,913	166	6%
Showtime	1,468	81	6%
CNBC	980	48	5%
ESPN	3,970	188	5%
MTV	2,759	125	5%

By contrast, only about 4 percent of Internet-enabled viewers of each of the major broadcast networks (ABC, NBC, CBS, and Fox) indicated that they had watched one of that network's shows because as a result of a Web-site visit. For more information contact Cary Nadel at 203-431-5901.

Credit card companies worst junk mailers

PrimeResponse, an Orlando, Fla., relationship marketing firm, has released the first set of results from its research study "Junk Mail Offenders in the New Economy" showing that banking, credit card and insurance organizations as the worst purveyors of unsolicited junk mail.

These initial findings are from the first in a four-part global research study that gathered feedback from consumers in Australia, France, Germany, Netherlands, the U.K. and the U.S. To conduct this study, PrimeResponse commissioned the services of Ipsos-RSL Ltd. in September 2000. The survey was conducted using an omnibus methodology in Australia, France, Germany, the Netherlands, the U.K. and the U.S. In France and Germany, Ipsos-RSL used its CAPIBUS Europe omnibus methodology, a harmonized CAPI omnibus service. In the remaining four markets, Ipsos-RSL used preferred suppliers to collect the data.

The study revealed that the buying public believes financial services organizations (e.g., banks, credit card companies and insurance agencies), in an effort to gain more business and grow their bottom line, have forgotten how to treat consumers as individuals - and are jeopardizing customer relationships.

For the first findings, PrimeResponse focused on the sectors within the financial services industry that distributed the most unwanted direct mail as well as the channel most often used for contacting the consumer (direct mail, telemarketing and e-mail). The firm also analyzed the extent to which the public is prepared to reveal information about themselves to these organizations based on different scenarios, both with and without incentives.

In the U.S., respondents cited credit card companies as the worst junk mail offenders, pushing 64 percent of all unwanted direct mail. Similar results were also reported in the U.K., where people received most of their unwanted direct mail from credit card companies, who were responsible for more than 50 percent of all consumer junk mail. In France, Germany, the Netherlands and Australia, banks, building societies and credit card companies were all highlighted as the worst offenders for distributing unwanted direct mail to consumers.

Financial services companies account for the most junk mail sent to consumers, with the exception of Germany and the

Netherlands. However, in both of these cases, banks still received the second-highest score. Traditional channels, such as direct mail and telesales, are used equally for males and females. However, newer electronic channels are focused primarily toward males. This is especially true for e-mail, but also for text messaging and the Web.

The base sample for the study was 1,000 adults aged 15+ in all markets except Germany and Australia, where the population surveyed was age 14+, and in the United States, where the adults contacted were aged 18+. A summary of the study is available at www.primeresponse.com/news/pressroom/nm_summary.html.

At the Olympics, less may be more

Critics have always charged that the Olympics are more about marketing and less about sport, but a survey of fans attending the Sydney 2000 Games has found that subdued commercialism does not necessarily mean diminished sponsorship results.

While previous Summer Olympic Games have been critiqued for over-the-top marketing and a carnival-like atmosphere, organizers of Sydney 2000 were determined that the Olympic stage should be more than just another advertising medium deluging Olympic fans. Their efforts appear to have been successful: A Performance Research study of visitors to the Sydney Olympics revealed that only 20 percent reported the Games to be over-commercialized - a steep drop from the 1996 Atlanta Games, where 40 percent of attendees cried "Over-commercialization!"

But does subdued commercialism mean weaker impact? The results may indicate the opposite. When looking at returning worldwide sponsors McDonald's, Kodak, Nike, IBM, UPS, and Visa, each one recorded higher spontaneous recall figures in Sydney than they did in Atlanta. The most extreme lifts were noted for McDonald's (35 percent spontaneous recall in Sydney; 9 percent in Atlanta), IBM (21 percent Sydney/9 percent Atlanta), and Visa (16 percent in Sydney/8 percent in Atlanta). The only exception to this trend was Coca-Cola; however, considering its headquarters is in Atlanta, a drop in sponsorship awareness would be expected.

Do low-key sponsorships create a sense of indifference? Apparently not. An impressive majority of Sydney 2000 attendees reported that they are "All for companies spending millions of dollars so they can be official sponsors," and one-third (34 percent) indicated that "Sponsorship makes a valuable contribution to the Olympics and makes me feel better about sponsors."

Staff from Performance Research Europe randomly intercepted and interviewed, in-person, 200 attendees during the 2000 Summer Games. The margin of error is ± 5 percent. Performance Research Europe is a division of Performance Research, Newport, R.I. For more information call 401-848-0111 or visit www.performanceresearch.com

Electronics not just 'toys for boys'

When it comes to technology, women and men may well be more alike in their thoughts and perceptions than most people think. According to the results of a study by eBrain Market Research, although a technology gender gap does still exist, the types of consumer electronics products men and women have in their homes do not vary widely. Further, there are very few differences when it comes to the "regular" usage of these same products.

The study found that men are only somewhat more likely to have certain types of products in their homes than women (home stereos, hand-held music devices, computers, video game systems, camcorders and DVD players). The study also found that there is little difference between men and women in terms of actually using these same products. For example, when asked, "Which of the following do you personally use on a regular basis?" the biggest discrepancy was found in camcorders (men 44 percent, women 33 percent), whereas most categories were separated by less than 5 percent.

Also interesting is the apparent disappearance of the gender gap between the number of men and women online. Sixty-six percent of men report being online compared to 61 percent of women. In a similar survey conducted in 1998, men and women reported 56 percent and 42 percent respectively. However, both sexes are not necessarily engaged in the same types of online activities. In fact, more men than women are active in most online activities measured in this survey, including researching products, purchasing items, chatting and participating in auctions. In spite of this, there is no gender difference in the frequency of performing these online activities among those who are engaging in them.

"The concept of consumer electronics products being 'toys for boys' is clearly outdated," says Todd Thibodeaux, chief operating officer of eBrain Market Research. "The utility of these products is universal, and consumers, both male and female, recognize the benefits to their lifestyles and workstyles."

The gender differences that were found dealt mainly with the research and installation aspects of consumer electronics purchases. When asked who initiates the purchase process, the survey found a clear bias towards men as the initiator - nearly 60 percent of men responded "myself," as opposed to less than 50 percent of women. In addition, men tend to utilize the media as a resource for information about technology more than women, while women tend to get their information from other people, such as their spouse, children, other relatives or friends.

The biggest difference was found in installation behavior once a product is purchased. Men are clearly more involved with the set-up and connection of new product purchases. When asked who is responsible for setting-up or connecting a new product, nearly 80 percent of men answered "myself," as opposed to only 40 percent of women.

The survey was designed and formulated by eBrain Market Research and fielded between October 6-9 to a representative sample of 1,000 random national households. The complete study is available free to Consumer Electronics Association member companies. Non-members may purchase the study at www.ebrain.org.

Research Industry News

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Hotmedia, Audiobase and Bluestreak formats. (Emerging Interest, formally the Rich Media Special Interest Group, is an information source about rich-media advertising technologies and emerging marketing platforms, such as wireless, broadband, and interactive television.) Together, the companies will develop a standard protocol for tagging rich-media ads. NetRatings plans to track usage and audience response in its next generation of Insight Internet measurement software. Syndicated rich-media advertising results will be available in the Nielsen//NetRatings audience measurement service.

Separately, Nielsen//NetRatings is now available in the Netherlands. And Nielsen//NetRatings has launched the Nielsen//NetRatings Media Alliance Program, a new initiative that offers media management companies the ability to integrate Nielsen//NetRatings data within their online tools.

New York-based **DoubleClick Inc.**, an Internet advertising firm, and Stamford, Conn.-based **@plan.inc**, an online research firm, have revised the terms of their acquisition agreement originally announced on September 25, 2000.

Under the terms of the amended agreement, @plan shareholders will receive $8.00 in value for each share of @plan common stock. @plan shareholders will receive consideration, at DoubleClick's election, consisting of either a combination of cash, in an amount between $1.60 and $4.00, with the remainder of the $8.00 in value in DoubleClick common stock (valued at its average closing price for the 10 trading days ending one business day prior to the closing date), or all cash.

DoubleClick will announce its election by 5:30 p.m. (New York City time) on the business day prior to the closing date. It is anticipated that the @plan shareholders' meeting will be held on the morning of the closing date. The transaction, which will be accounted for by the purchase method of accounting, is subject to customary closing conditions, including approval by @plan shareholders. The transaction is expected to be completed in the first quarter of 2001.

RTNielson, a Salt Lake City research firm, has created two new divisions. RTNielson Interactive will provide Web-based research services. RTNielson Asks America will develop a monthly omnibus survey of 1,000 adult Americans. The omnibus study will begin on the second Wednesday of each month and cover nine basic demographic areas. The company also announced that is has increased its telephone interviewing capacity to 150 CATI stations.

Acquisitions

SPSS Inc., Chicago, has signed an agreement to purchase **ShowCase Corp.**, a provider of enterprise intelligence solutions. The parties expect to conclude the acquisition in the quarter ending March 30 as a pooling of interests in which SPSS will issue one of its shares for every three shares of ShowCase common stock.

Alliances/strategic partnerships

LightspeedResearch.com, Basking Ridge, N.J., has contracted with **Future Information Research Management Inc.** (FIRM) to use FIRM's information management and reporting application, confirmit.

Scarborough Sports Marketing, a New York sports marketing company, has formed a new partnership with the National Basketball Association (NBA) to provide sports measurement data and local market information. The NBA will now have access to Scarborough Sports Marketing's database, which will be used to aid marketing and sales efforts. Scarborough's sports measurements focus on four key areas: fan avidity; multimedia measures including sports viewing and listening; corporate sponsorship information including fans' shopping and product/service usage; and leisure time activities.

Atlanta-based focus group Webcasting firm **ActiveGroup** has partnered with **MarketingInfo**, an online marketing community. The partnership will focus on Webcasting live forums dedicated to examining industry issues at the MarketingInfo.com site.

ESPN and Horsham, Pa., research firm **TNS Intersearch** have signed of a new five-year deal to jointly develop and market The ESPN Sports Poll, A Service of TNS Intersearch. In the new five-year contract ESPN and TNS Intersearch will seek to create new sports-focused consumer research products, while continuing to explore the opinions of American sports fans.

Dallas-based **Digital Marketing Services, Inc.**, an online marketing research firm and a division of America Online (AOL), has added to the roster of marketing/research firms partnering with DMS to offer online custom market research. The newest partner, **Millward Brown USA**, which includes Millward Brown, MB Interactive, MB Intelliquest, MB Precis and Diagnostic Research, will be able to offer its clients online custom research via AOL's Opinion Place.

Separately, DMS and **MSWinteractive** have entered into a partnership under which MSWinteractive will provide advertisers and their agencies the ability to conduct television commercial research online. Samples for the research will be obtained through Opinion Place.

Rochester, N.Y., research firm **Harris Interactive**, has signed an agreement with **Logisoft Corporation** of Rochester to co-market and sell each company's products and services. The agreement will provide a mechanism for both companies to coordinate Web development, cross-selling of market research, development and training, as well as co-marketing efforts. In addition, the agreement paves the way for joint exploration of Web and global business solutions such as product integration and product site integration and design.

Chicago-based **Information Resources, Inc.** has entered into a strategic alliance with **Gazelle Systems, Inc**. to provide beverage manufacturers with beverage tracking, consumer insights, and analytical services in the restaurant and hospitality channels. Boston-based Gazelle Systems provides customer relationship management solutions to the hospitality industry.

Association/organization news

The Qualitative Research Consultants Association, Inc. (QRCA), Gaithersburg, Md., has announced the formation of a Minnesota chapter. Lynn Bolnick of Lynn Bolnick Communications has been elected to chair the state organization; Susan Dunlap, a marketing research and training consultant, is co-chair. Other officers are Jean Nordgren (Market Works, Inc.), secretary, and Marilyn Rausch (Food Perspectives Inc.), treasurer. For more information on attending a Minnesota QRCA chapter meeting or program contact Lynn Bolnick at 952-920-9960. Persons eligible to join the organization must be principals or employees of independent marketing and social research companies or solo-practitioners in the field. Their professional roles must be primarily designing, conducting, and analyzing qualitative research.

Awards

Chicago-based **SPSS Inc.** has been named one of the nation's 200 best small companies by *Forbes* magazine. SPSS placed No. 77 in the Forbes 200 Best Small Companies in America, according to the November 1, 2000 issue. The SPSS ranking is based on its average of 31 percent return on equity over the past five years.

New accounts

DataFlux Corporation, a Raleigh, N.C., developer of data cleansing and integration software, announced that **Custom Research Inc.**, Minneapolis, has selected and implemented DataFlux's dfPower Studio software to streamline maintenance procedures on its databases.

Chicago-based **Raydium Inc.**, an

organization that gathers Web user behavior information, has selected **SPSS Inc.**, Chicago, to analyze Web behavior data. Raydium will use various SPSS software including: SPSS Base for analytical reporting and statistical analysis; Clementine server for data mining and predictive analysis; and Capri, a sequence association algorithm developed by MINEit Software for use with Clementine to mine Web consumer clickstream data.

U.K.-based interactive marketing firm **24/7 Media** has selected **Nielsen//NetRatings** to provide Internet audience and advertising information throughout Europe.

Separately, FT.com, the online business news and data publishing outlet of the U.K.-based **Financial Times** publishing group, has chosen Nielsen//NetRatings to measure and evaluate audiences and advertising on the Internet.

Chicago-based **Information Resources, Inc.** (IRI) has entered into agreements with **Dairy Management Inc.** and the **International Dairy Foods Association** to provide both organizations with scanner-based tracking information for cheese and milk for the next three years.

Millennium Research, Inc. Apple Valley, Minn., has formed a strategic cooperative agreement with **Kleffmann**, a European agricultural research and marketing firm. The agreement will strengthen Kleffmann's U.S. presence while expanding Millennium's resources abroad.

New companies/new locations

KMG Market Research has moved to 5657 Fairway Blvd., North Point, Fla., 34287. Phone 941-426-2605.

Research International New York has moved to 530 Fifth Ave., tenth floor (45th St.), New York, N.Y., 10036. Phone 212-764-2900. Fax 212-575-1345.

Company earnings reports

Princeton, N.J.-based **Total Research Corporation** has announced first fiscal quarter financial results for the three months ended September 30, 2000. For the first fiscal quarter, the firm reported revenues of $14,029,774, compared with $13,790,950 for the same quarter of fiscal 2000, a 2 percent increase. Net income for the first fiscal quarter was $504,188, or diluted earnings per share of $0.04, compared with $624,638, or diluted earnings per share of $0.05, for the same quarter of fiscal 2000. The number of diluted shares outstanding increased from 13,190,519 in the first quarter of fiscal 2000 to 13,405,157 in the first quarter of fiscal 2001.

PRS

continued from p. 19

the DJ went to the [restroom]."

"Visited unusual venues - a five-piece band on a steam train in Wales or a live performance in a Welsh mine."

"Was mistaken for a talent spotter."

"Locked in a venue with pint glasses flying and a man with no trousers."

"Asked not to tell on a guy who was bootlegging recordings at the venue."

The results

The results are not drastically different from what PRS expected - a pattern with a small number of songs played frequently and another group of songs with one or two plays. The big unknown is which songs will be on each list.

The live lists are very different from the airplay charts and weekly sales charts. Because a song's popularity outlives its sales chart success, DJs in clubs and live performers play what their audiences want to hear.

Interestingly, in 1999 Paul McCartney and John Lennon were the most-played songwriters, yet only one Beatles song, "I Saw Her Standing There," was among the Top 20 most-played songs for 1999 in live performance sets. And they were not among the Top 20 most-played songs for 1999 in DJ Sets. (See chart.) The difference is that there were more instances of performance of their whole repertoire as opposed to many performances of a specific song. Raul Malo of the Mavericks topped the 1999 chart with "Dance the Night Away." On the dance floor, Benny and Bjorn, the songwriters of Abba's "Dancing Queen," kept the most people moving.

These 1999 live charts were full of "standards." Why? We can only surmise that whether it's a new or old song, what these songs have in common are their catchy tune and easy-to-remember lyrics. There are songs by the Beatles alongside songs by Robbie Williams and it's because they appeal to all. In the visits throughout the U.K., the entire Beatles repertoire came up - 120 Lennon and McCartney songs were performed. If such songs stand the test of time, it's fitting that the songwriters should continue to receive royalties (which they do until 70 years after the death of the last surviving writer of the work).

PRS Music Survey - Most Played Songs of 1999 - DJ Sets

NO	TITLE	WRITER/S	RECORDING ARTIST
1	Turn Around	Toney Lee/EricMatthew/ Davide Romani/Wayne Garfield/Mauro Malvasi/Jason Hayward/Russell Small	Phats & Small
2	Tragedy	Barry Gibb/Robin Gibb/ Maurice Gibb	Steps/Bee Gees
3	You Don t Know Me	Armand Van Helden/Duane Harden/Kossi Gardner	Armand Van Helden
4	Believe	Steve Torch/Paul Barry/Brian Higgins	Cher
5	Music Sounds Better With You	Thomas Bangalter/Alain Queme/Benjamin Cohen/Dominic Bugatti/Frank Musker	Stardust
6	Baby One More Time	Martin Sandberg	Brittney Spears
7	We Like To Party	Danski/Delmundo	Vengaboys
8	Nine PM Til I Come	Andrew Tanneberger/ Yolanda Rivera/Gilabert Posadas/Angel Ferrerons	ATB
9	Feel It	Michael Jackson/Jackie Jackson	The Tamperer
10	Dancing Queen	Benny Anderson/Bjorn Ulvaeus/Stig Anderson	Abba
11	Horny	Mousse T/Errol Rennalls	Mousse T
12	It s Raining Men	Paul Shaffer/Paul Jabara	Weather Girls
13	Up & Down	Danski/Delmundo	Vengaboys
14	Sweet Like Chocolate	Stephen Meade/Daniel Langsman	Shanks & Bigfoot
15	Better Off Alone	Eelke Kalberg/Sebastian Molijn	DJ Jurgen presenta Alice Dee Jay
16	Livin La Vida Loca	Desmond Child/Robi Rosa	Ricky Martin
17	That Don't Impress Me Much	Robert Lange/Shania Twain	Shania Twain
18	It's Not Right But It's OK	Rodney Jerkins/Lashawn Daniels/Freddie Jerkins/Issak Phillips/Toni Estes	Whitney Houston
19	Boom Boom Boom Boom	Danski/Delmundo/Benny Anderson/Bjorn Ulvaeus	Vengaboys
20	YMCA	Jacques Morall/Henri Belolo/Victor Willis	Village People

Planning for the future

The PRS Music Survey of 2000 has been underway since January 1, 2000 and initial contacts for the 2001 study are being scheduled. Since this research is being conducted annually, PRS expects there will be minor changes in the live performance results but expects that dance venues and club plays will show more variety.

Moderator MarketPlace™

Listed below are names of companies specializing in qualitative research moderating. Included are contact personnel, addresses and phone numbers. Companies are listed alphabetically and are also classified by state and specialty for your convenience. Contact publisher for listing rates: Quirk's Marketing Research Review, P. O. Box 23536, Minneapolis, MN 55423. Phone 612-854-5101. Fax 612-854-8191. Or visit www.quirks.com/media/moderator.html.

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This directory was compiled by sending listing forms to companies that had advertised a specialization in mystery shopping. We list nearly 300 firms. In addition to the company's vital information, we've included the industries they mystery shop, the type of mystery shopping services they offer, be it full-service or just data collection, and the span of their services (international, national, region or local). As an added feature, firms have been cross-indexed by the span of their services. The cross-index section, which can be found at the end of the directory, lists international mystery shopping firms alphabetically, national mystery shopping firms by country, regional mystery shopping firms by state, and local mystery shopping firms by metropolitan area. This directory is also available online at www.quirks.com.

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E-mail: AmusmntAdv@aol.com
Internationally - Full-service
E, R, S

Anonymous Insights, Inc.
7438 Sawmill Rd., PMB# 421
Columbus, OH 43235
Ph. 614-590-2472
Fax 614-761-3126
E-mail: contactus@insights.com
www.a-insights.com
Suzy Baker, President
Nationally - Full-service
R, RT,

ARC Research Corporation
14 Commerce Dr.
Cranford, NJ 07016
Ph. 908-276-6300
Fax 908-276-1301
E-mail: dfriedman@arcresearch.com
www.arcresearch.com
Nationally - Full-service
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IFOP-ASECOM Latin America
Av. Belgrano 1255
(C1093AAA) Buenos Aires
Argentina
Ph. 54-11-4381-1118
Fax 54-11-4381-0234
E-mail: research@asecom.com.ar
www.asecom.com.ar
Jorge Garcia-Gonzalez, President
Regionally - Full-service
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Ask America Market Research
The Secret Service Mystery Shopping
P.O. Box 2300
Lakeland, FL 33806
Ph. 877-ASK-USA1
Fax 877-SHOP-YOU
E-mail: mike@askamerica.net
Mike Pettengill, President
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Ask Arizona
A division of WestGroup Research
2720 E. Thomas, Bldg. A
Phoenix, AZ 85016
Ph. 602-707-0050 or 800-999-1200
Fax 602-707-0055
E-mail: askarizona@westgroupresearch.com
www.westgroupresearch.com
Beth Aguirre-Smith, President
Nationally - Full-service
B, E, F, H, R, RT, S

Assistance in Marketing, Inc.
11890 Montgomery Rd.
Cincinnati, OH 45249
Ph. 513-683-6600 or 888-4AIMFIRE
Fax 513-683-9177
E-mail: Irwin@AIM-Cincinnati.com
www.aimresearchnetwork.com
Irwin Weinberg, Vice President
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At Your Service Marketing
P.O. Box 7
Chico, TX 76431
Ph. 940-644-2893
Fax 940-644-5934
E-mail: david@aysm.com
www.aysm.com
Lynda Childs, President/CEO
Nationally - Data collection/Field service
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ath Power Consulting Corporation
10 High St.
Andover, MA 01810
Ph. 978-474-6464
Fax 978-474-4161
E-mail: info@athpower.com
www.athpower.com
Frank Aloi, President
Internationally - Full-service
B, E, F, H, R, RT, S

Industry Service Codes

B - Business/Industry
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F - Financial Services
H - Health Care
R - Restaurant/Fast Food
RT - Retail
S - Services *(Banks, Hotels, etc.)*

Audits & Surveys Worldwide
650 Avenue of the Americas
New York, NY 10011
Ph. 212-627-9700 or 800-274-3577
Fax 212-627-2034
E-mail: fwinkel@surveys.com
www.surveys.com or
http://cybershoppers.surveys.com
Fred Winkel, Sr. V.P., Dir. Cust. Sat. Div.
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ASW utilizes advanced technology in data collection and data delivery as a means of improving quality, turnaround time and cost-effectiveness. The Customer Satisfaction Division offers mystery shopping through CyberShop™, our Web-based mystery shopping service. CyberShop builds upon ASW's experience performing over one million mystery shops and combines it with the speed, ease, and cost-effectiveness of the World Wide Web. This approach allows ASW to offer the highest level of shopper training and quality control.
(See advertisement on p. 67)

B. Business Solutions
12825 Apache Pass
Evansville, IN 47720
Ph. 800-380-6559 or 812-963-3961
Fax 509-695-5267
E-mail: salli@bizshoptalk.com
www.bizshoptalk.com
Salli Bruell, President/Owner
Nationally - Full-service
B, E, R, RT, S

Bare Associates International, Inc.
3251 Old Lee Hwy., Ste. 209
Fairfax, VA 22030
Ph. 800-296-6699 ext. 3131
Fax 703-591-6583
E-mail: mbare@baiservices.com
www.baiservices.com
Michael L. Bare, President
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Bare Associates International offers customized, cost-effective, customer and employee research. Our specialization by industry segment (hotel, restaurant, retail, health and fitness) insures you will receive the value of our extensive experience in meeting your informational needs. Our strong commitment to exceeding your expectations through personal service at a reasonable price is what sets us above the rest.
(See advertisement on p. 66)

Barnes Research, Inc.
4920 Plainfield N.E.
Grand Rapids, MI 49525
Ph. 616-363-7643
Fax 616-363-8227
E-mail: barnesresr@aol.com
Judy Rose
Regionally - Data collection/Field service
B, E, F, H, R, RT, S

Barry Leeds & Associates, Inc.
38 E. 29th St.
New York, NY 10016-7911
Ph. 212-889-5941
Fax 212-889-6066
E-mail: info@barryleedsassoc.com
www.barryleedsassoc.com
Paul Lubin, President & CEO
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Market researchers and consultants serving the financial, consumer and corporate industries. Specializing in discrimination testing and research, mystery shopping, concept/product testing, customer satisfaction research, account retention research, brand image research, branch/store intercepts and Call Center TeleShops™. Over 1 million mystery shops at more than 80,000 branches/stores and service centers completed. Pioneered the application of matched pair testing for detecting potential discriminatory treatment by financial institutions. Serving the financial services industry and corporate America since 1977.
(See advertisement on p. 69)

Bartels Research Corp.
145 Shaw Ave., Bldg. C
Clovis, CA 93612
Ph. 559-298-7557
Fax 559-298-5226
E-mail: bartels1@compuserve.com
Patrick Bartels, Vice President
Nationally - Data collection/Field service
B, E, F, H, R, RT, S

Frances Bauman Associates
23 Girard St.
Marlboro, NJ 07746
Ph. 732-536-9712
Fax 732-536-3256
Frances Bauman, Owner
Regionally - Data collection/Field service
B, E, F, R, RT, S

Bay Area Research
9936 Liberty Rd.
Randallstown, MD 21133
Ph. 410-922-6600
Fax 410-922-6675
E-mail: baya@erols.com
www.bayareamarketingresearch.com
Tamara Zwingelberg, President
Regionally - Data collection/Field service
B, E, F, R, RT, S

Beisner Research Associates
433 Lokchapee Dr.
Macon, GA 31210
Ph. 912-477-8023
Fax 912-757-9480
E-mail: jerrybeisner@aol.com
Regionally - Data collection/Field service
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BestMark
4915 W. 35 St., Ste. 206
Minneapolis, MN 55416
Ph. 612-922-2205
Fax 612-922-0237
E-mail: info@bestmark.com
www.bestmark.com
Ann Jennings, President
Nationally - Full-service
B, E, F, R, RT, S

BestMark is a full-service national mystery shopping company that serves many of America's finest businesses, including Fortune 500 companies, in an array of industries. BestMark's powerful Web technology solutions allow you to not only access completed shops online, but to dynamically query shop results for ad hoc reports and internal studies as well. Get all your standard reports online and use BestMark's Web-based shop management system to create action plans, employee feedback notes and trend performance history right from your own PC.
(See advertisement on p. 27)

Beta One, Inc.
Focus Facility Hartford
270 Farmington Ave., Ste. 126
Farmington, CT 06032
Ph. 800-447-2382 (Bids) or 860-677-7711
Fax 860-677-4967
E-mail: B1Research@aol.com
Paul Keene, V.P. Svc. Ops.
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BMA - Best Market Audits, Inc.
214 Bridge St.
Phoenixville, PA 19460
Ph. 800-355-5040
Fax 888-333-8394
E-mail: info@mystery-shopping.com
www.mystery-shopping.com
Peter Thorwarth, President
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Beyond Hello Inc.
P.O. Box 5240
Madison, WI 53705
Ph. 800-321-2588
Fax 800-868-5203
E-mail: gary@beyondhello.com
www.beyondhello.com
Gary Godding, President
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The Blackstone Group
360 N. Michigan Ave.
Chicago, IL 60601
Ph. 312-419-0400
Fax 312-419-8419
E-mail: info@bgchicago.com
www.bgglobal.com
Claire Rose
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Bordner Research, Inc.
25400 U.S. Hwy. 19 N., Ste. 211
Clearwater, FL 33763
Ph. 727-797-6552
Fax 727-725-3480
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Brenda's Demo Service
2800 Watkinstown Rd.
Raleigh, NC 27616
Ph. 919-266-4132
Fax 919-266-8111
Brenda Sloan, President
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R, S

Business Evaluation Services
2920 F St., Ste. E16
Bakersfield, CA 93301
Ph. 661-631-1074
Fax 661-631-1685
E-mail: bes@mysteryshopperservices.com
www.mysteryshopperservices.com
Charles Stiles, President
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Business Research Group
967 Sheffield Forest Court
Ballwin, MO 63021
Ph. 877-278-3993
Fax 877-217-1802
E-mail: 1brg@gte.net
Wayne Moberly
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Campbell, Edgar Inc.
Mystery Shopping Program
4388 - 49th St.
Delta, BC V4K 2S7
Canada
Ph. 604-946-8535
Fax 604-946-2384
E-mail: info@retailcareers.com
www.retailmysteryshoppers.com
Elaine Hay, Presidenr
Nationally - Full-service
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Capstone Research, Inc.
623 Ridge Rd.
Lyndhurst, NJ 07071
Ph. 201-939-0600 or 973-575-6161
Fax 973-575-6980
E-mail: harriet_gozali@capstoneresearch.com
www.capstoneresearch.com
Harriet Gozali, Vice President
Internationally - Full-service
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Capture, Inc.
1944 Warwick Ave, Ste. 1
Warwick, RI 02889
Ph. 401-732-3269
Fax 401-739-2401
E-mail: resource@captureinc.com
www.captureinc.com
Stuart H. Marion, Managing Partner
Regionally - Full-service
B, F

Industry Service Codes

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E - Entertainment
F - Financial Services
H - Health Care
R - Restaurant/Fast Food
RT - Retail
S - Services *(Banks, Hotels, etc.)*

Car-Lene Research, Inc.
Corporate Office
105 Revere Dr., Ste. C
Northbrook, IL 60062
Ph. 847-564-1454
Fax 847-564-3113
www.car-leneresearch.com
Nationally - Data collection/Field service
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Centre For Proactive Marketing
P.O. Box 68369
Bryanston 2021
South Africa
Ph. 27-11-709-7800
Fax 27-11-463-2233
E-mail: info@proactive.co.za
www.proactive.co.za
Patrick Dunn
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B, E, F, H, R, RT, S

Certified Reports, Inc.
7 Hudson St.
P.O. Box 447
Kinderhook, NY 12106
Ph. 518-758-6400
Fax 518-758-6225
E-mail: frank@criny.com
www.criny.com
Frank Falkenhainer, Sr. Vice President
Internationally - Full-service
B, E, F, R, RT, S

Check Mark, Inc.
4013 Bach-Buxton Rd.
Batavia, OH 45103
Ph. 513-753-8476
Fax 513-943-2799
E-mail: kregister@checkmarkinc.com
www.checkmarkinc.com
Karen Register
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Check Up Marketing
5115 Holly Ridge Dr.
Raleigh, NC 27612
Ph. 919-782-2360
Fax 919-782-2329
E-mail: secretshopper@checkupmarketing.com
www.checkupmarketing.com
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Cirrus Marketing Consultants
9852 W. Katella Ave., #207
Anaheim, CA 92804
Ph. 714-899-7600 or 888-899-7600
Fax 714-899-7604
www.cirrusmktg.com
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Colorado Market Research Services
Div. of Ruth Nelson Research
2149 S. Grape St.
Denver, CO 80222-5203
Ph. 303-758-6424
Fax 303-756-6467
E-mail: rnncmrs@aol.com
www.ruthnelsonresearchsvcs.com
Ruth Nelson, President
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Commercial Service Systems, Inc.
P.O. Box 3307
Van Nuys, CA 91407
Ph. 800-898-9021
Fax 818-997-1049
E-mail: greg@usc90210.com
Gregory Doomanis, Vice President
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Confero

Confero, Inc.
The Service Resources Group
120 Edinburgh Dr.
Cary, NC 27511
Ph. 919-469-5200 ext. 123
Fax 919-380-7136
E-mail: ebuxton@conferoinc.com
www.conferoinc.com
Elaine Buxton, President
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Internet reporting meets superior quality! Confero's mystery shopping programs feature customized design, timely implementation, and reliable, actionable data. Capabilities and experience include national coverage, 40,000+ shoppers, fast turnaround, 15 years of experience and exceptional quality. Services are available for a variety of multi-unit retailers, restaurants, financial institutions, and automotive service centers.
(See advertisement on p. 71)

Confield Research
Freiheit 4
45127 Essen
Germany
Ph. 49-201-82737-0
Fax 49-201-82737-37
E-mail: confield@t-online.de
www.empirix.net
Nationally - Data collection/Field service
B, E, H, R, RT, S

Connections, Inc.
3928 Montclair Rd., Ste. 230
Birmingham, AL 35213
Ph. 205-879-1255
Fax 205-868-4173
E-mail: bvwconnect@mindspring.com
Rebecca V. Watson, President
Regionally - Full-service
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Consumer Pulse, Inc.
725 S. Adams Rd., Ste. 265
Birmingham, MI 48009
Ph. 800-336-0159 or 248-540-5330
Fax 248-645-5685
E-mail: cpi@consumerpulse.com
www.consumerpulse.com
Mary K. Taras, V.P. Marketing
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Contemporary Research Centre - Montreal
1250 Guy St., Ste. 802
Montreal, PQ H3H 2T4
Canada
Ph. 800-932-7511
Fax 514-932-3830
E-mail: luc@crcdata.com
www.crcdata.com
Luc Gauthier, President
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The Corporate Research Group Ltd.
3 Larkspur Dr.
Nepean, ON K2H 6K8
Canada
Ph. 888-215-5147
Fax 613-596-0287
E-mail: research@thecrg.com
www.thecrg.com
Tracey Conners, Mgr. Mystery Shopping Div.
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Crimmins & Forman Market Research
29955 Southfield Rd.
Southfield, MI 48076
Ph. 248-569-7095
Fax 248-569-8927
E-mail: pcrimmins@crimminsandforman.com
www.crimminsandforman.com
Lois Forman or Paula Crimmins, Partners
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Critique International
7758 Wallace Rd., Ste. 10
Orlando, FL 32819-7219
Ph. 407-351-1227
Fax 407-351-5884
E-mail: michael@critiqueinternational.com
www.critiqueinternational.com
Michael Somach, President
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Cross Financial Group
6940 "O" St., Ste. 310
Lincoln, NE 68510
Ph. 800-566-3491
Fax 402-441-3136
E-mail: solutions@crossfinancial.com
Nationally - Full-service
F, R, S

Customer 1st
225 CommercePlace
Greensboro, NC 27401
Ph. 336-378-6350
Fax 336-378-6272
E-mail: cust1st@aol.com
www.customer-1st.com
Carl Phillips, President
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Customer Connection, Inc.
P.O. Box 272435
Oklahoma City, OK 73137-2435
Ph. 405-491-0054
Fax 405-789-6861
E-mail: khmskm@aol.com
Ken McClain, President
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E, H, R, RT, S

Customer Perspectives
213 W. River Rd.
Hooksett, NH 03106-2628
Ph. 603-647-1300
Fax 603-647-0900
E-mail: judi@customerperspectives.com
www.customerperspectives.com
Judith Ann Hess, Partner
Nationally - Full-service
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Customerize, Inc.
9921 Carmel Mountain Rd., Ste. 185
San Diego, CA 92129
Ph. 800-330-5948 or 858-538-8658
Fax 858-538-2137
E-mail: glscheid@cts.com
Laura Scheid, President
Nationally - Full-service
B, E, R, RT, S

Customer's View, Inc.
920 Country Club Dr., Ste. 2B
Moraga, CA 94556
Ph. 925-247-0490
Fax 925-247-0495
E-mail: dan@customersview.com
www.customersview.com
Dan Crevin, CFO
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Danis Research
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383 Rte. 46 W.
Fairfield, NJ 07004-2402
Ph. 973-575-3509
Fax 973-575-5366
E-mail: danisres@worldnet.att.net
www.danisresearch.com
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Decision Research
4480 Vieja Dr.
Santa Barbara, CA 93110
Ph. 805-967-0689
Fax 805-967-2389
E-mail: decisnrsch@aol.com
Ruth Abrams, Owner
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Defensive Business Management
P.O. Box 8536
Reading, PA 19603
Ph. 800-532-5012 or 610-376-5012
E-mail: DBMCO@hotmail.com
James Moore, Principal
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Delaware Research Co.
2515 Alister Dr.
Wilmington, DE 19808-3342
Ph. 302-892-9575
Fax 302-892-9709
E-mail: DeSearch@nettaxi.com
www.concentric.net/~scraps13/de.htm
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Delve

Delve
(Formerly Quality Controlled Services - QCS)
1355 N. Highway Dr.
Fenton, MO 63099
Ph. 800-325-3338 or 636-827-1773
Fax 636-827-3373
E-mail: postmaster@delve.com
www.delve.com
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Delve's Mystery Shopping Division discreetly evaluates employee performance during those critical moments when customers experience and judge your company. Backed by 45,000 individuals nationwide, a sophisticated electronic management system, dedicated mystery calling stations, a complete certification and training process, and a committed team of professional researchers, we focus on getting you the critical intelligence you need to stay customer-oriented.
(See advertisement on p. 43)

Industry Service Codes

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F - Financial Services
H - Health Care
R - Restaurant/Fast Food
RT - Retail
S - Services *(Banks, Hotels, etc.)*

DMS
840 N. Larrabee St., Ste. 4209
Los Angeles, CA 90069
Ph. 888-214-2853 or 310-659-8732
Fax 310-657-0647
E-mail: DMSSOCAL@aol.com
www.dmsresearch.com
John Draper
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Jeanne Drew Surveys
5005 1/2 - 34th Ave. S.
Minneapolis, MN 55417
Ph. 612-729-2306
Fax 612-729-7645
Jeanne Drew, President
Locally - Data collection/Field service
E, R, RT

dsg associates, inc

DSG Associates, Inc.
2110 E. First St., Ste. 106
Santa Ana, CA 92705
Ph. 800-462-8765
Fax 714-835-6506
E-mail: glen@dsgai.com
www.dsgai.com
Glen Reed, New Business Manager
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Guaranteed data integrity, along with unsupassed responsiveness and flexibility to meet client needs, highlight the unique mystery shopping systemed pioneered by DSG Associates, Inc., over the past 20 years. An industry leader, DSG offers a wide range of professional services and state-of-the-art technology to handle every assignment from the largest annual contracts to the most specialized projects.
(See advertisement on p. 72)

C.B. DuPree Associates
299 Highbridge St.
Fayetteville, NY 13066
Ph. 315-637-2321
Fax 315-637-2122
Kay DuPree, Owner/Manager
Regionally - Data collection/Field service
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E&K Enterprises, Inc.
P.O. Box 153773
Irving, TX 75015
Ph. 800-284-9407
Fax 972-513-0138
E-mail: ekelip@bigplanet.com
Elsie Kroussakis, President
Nationally - Full-service
E, R, RT, S

Eagle Research - Atlanta
One Dunwoody Park, Ste. 128
Atlanta, GA 30338
Ph. 770-395-6090 or 770-677-7970
Fax 770-671-9708
E-mail: constance.piperno@eagleresearch.com
www.eagleresearch.com
ConstancePiperno Yardley, Dir. of Qual. Rsch.
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Eagle Research - Denver
14818 W. 6th Ave., Ste. 6A
Golden, CO 80401
Ph. 303-980-1909 or 303-980-2262
Fax 303-980-5980
E-mail: christine.farber@eagleresearch.com
www.eagleresearch.com
Christine Farber, Vice President
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Elrick&Lavidge
MARKETING RESEARCH

Elrick & Lavidge
1990 Lakeside Pkwy., 3rd fl.
Tucker, GA 30084
Ph. 770-621-7600 or 800-456-1314
Fax 770-621-7666
E-mail: sts@elavidge.com
www.elrickandlavidge.com
Suzie Sligh, Research Director
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For 30+ years Elrick & Lavidge has built a solid reputation as a leader in the mystery shopping industry, providing clients with valuable data concerning customer service, product knowledge, store appearance, competitive activity, pricing, and point-of-sale evaluations. E & L custom designs programs to meet your company's objectives and needs with a wide range of capabilities including: 70,000 shoppers nationwide, an experienced staff, custom summary tabulations and exemplary service.
(See advertisement on p. 73)

Employee Evaluations
1710 Manor Hill Dr.
Findlay, OH 45840
Ph. 419-422-3196
Fax 419-422-3204
E-mail: mmallett@mysteryshops.com
www.mysteryshops.com
Mike Mallett
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Essman/Research
100 E. Grand Ave., Ste. 340
Des Moines, IA 50309-1800
Ph. 515-282-7145
Fax 515-282-4535
E-mail: mail@eassoc.com
www.eassoc.com
Locally - Full-service
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Feedback Plus, Inc.
5580 Peterson Ln., Ste. 120
Dallas, TX 75240-5157
Ph. 972-661-8989
Fax 972-661-5414
E-mail: reb.henry@gofeedback.com
www.gofeedback.com
Reb Henry, President
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The Field Force, Inc.
2324 S. Philippe Ave.
Gonzales, LA 70737
Ph. 225-621-7634 ext. 640
Fax 225-647-0601
E-mail: fieldf@bfa.encanto.net
www.fieldforce.com
Scott Couvillion, General Manager
Regionally - Data collection/Field service
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Field Surveys & Audits, Inc.
1823 West Shore Dr.
Delafield, WI 53018
Ph. 262-646-7034
Fax 262-646-8617
E-mail: FSA@nconnect.net
Kathy Aldridge, Owner/Operator
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First Glance
1489 Highbrook Dr.
Columbus, OH 43204
Ph. 614-274-4065
Fax 614-274-4065
E-mail: firstglanceinc@msn.com
Sandi Jordon
Regionally - Full-service
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Focuscope, Inc.
1100 Lake St., Ste. 60
Oak Park, IL 60301
Ph. 708-386-5086
Fax 708-386-1207
E-mail: krooney@focuscope.com
www.focuscope.com
Kevin Rooney, Sr. Project Director
Locally - Data collection/Field service
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Fogerty Group, Inc.
1333 Camino del Rio S., #306
San Diego, CA 92108
Ph. 619-718-7500
Fax 858-718-7515
E-mail: FogGrp@aol.com
Joan Pietila, President
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Free Lance Services
1754 Edgwater Dr.
Charlotte, NC 28210
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Strategic Marketing Research

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Fax 770-955-5040
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www.michelson.com
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(See advertisement on p. 79)

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E-mail: worick@mwsurvey.com
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Fax 702-734-7598
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5308 Turtle Point Ln.
Knoxville, TN 37919
Ph. 800-424-0871 or 865-450-8841
Fax 865-450-8839
E-mail: beverlygleason@mystery-shoppers.com
www.mystery-shoppers.com
Beverly Gleason, President
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Houston, TX 77057
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Fax 713-339-1802
E-mail: MSINC@swbell.net
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www.nationalfieldandfocus.com
Brenda Chartoff, President
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National Shopping Service
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Roseville, CA 95661
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Fax 916-781-6621
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Susan K. Meyer, V.P. of Operations
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(See advertisement on pp. 45, 47, 49)

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Fax 727-544-2777
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Malta, NY 12020
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Fax 518-899-6862
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Steven Schlesinger, President
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Schlesinger Associates has been conducting mystery shopping for over 20 years. We have conducted mystery shops in banks, restaurants, retail establishments, automobile dealerships, etc. We have over 300 mystery shoppers available across the country.
(See advertisement on p. 34)

Scholl Market Research, Inc.
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www.serviceresearch.com
Kirk Kluver, Marketing Manager
Nationally - Full-service
B, E, F, H, R, RT, S

ServiceAdvantage International
143 Cady Centre, #241
Northville, MI 48167
Ph. 248-476-3020 or 866-476-3020
Fax 248-476-3043
E-mail: info@servad.com
www.servad.com
Internationally - Full-service
B, E, F, H, R, RT, S

ServiceProbe
P.O. Box 80275
Chattanooga, TN 37414
Ph. 706-937-7545
Fax 706-937-5527
E-mail: serprobe@aol.com
www.pwgroup.com/sprobe/
Jay Susman, Owner
Nationally - Full-service
R, S

ServiceTRAC, LLC
1525 N. Granite Reef Rd., Ste. 11
Scottsdale, AZ 85257
Ph. 800-951-6606
Fax 480-941-5246
E-mail: shop@servicetrac.com
www.servicetrac.com
Robert Matkins, National Recruiter
Nationally - Full-service
B, F, H, R, RT, S

SG Marketing Group
P.O. Box 773
Arnold, CA 95223
Ph. 209-795-0830
Fax 209-795-5829
E-mail: sgm@sgmarketing.com
www.sgmarketing.com
Robert Seiler, Managing Director
Nationally - Full-service
F, R, RT

The Shadow Agency, Inc.
229 Circleview Dr. S.
Hurst, TX 76054
Ph. 817-268-3338
Fax 817-282-0307
E-mail: information@theshadowagency.com
www.theshadowagency.com
Charles Tinsley, President
Internationally - Full-service
B, E, F, H, R, RT, S

The Shadow Shopper of Georgia, Inc.
P.O. Box 3357
Cumming, GA 30028
Ph. 770-889-2829
Fax 770-887-1949
E-mail: ssog@bellsouth.net
Tami Nolting, Vice President
Nationally - Full-service
B, E, RT

Industry Service Codes

B - Business/Industry
E - Entertainment
F - Financial Services
H - Health Care
R - Restaurant/Fast Food
RT - Retail
S - Services (Banks, Hotels, etc.)

Shop'n Chek, Inc.
USA Worldwide Headquarters
6025 The Corners Parkway, Ste. 200
Norcross, GA 30092
Ph. 770-393-1072 or 800-669-9939
Fax 770-668-0816
E-mail: sales@shopnchek.com
www.shopnchek.com
Anne Bailey
Internationally - Full-service
B, E, F, H, R, RT, S

Shop'n Chek specializes in custom designed mystery shopping programs to gather objective information regarding customer service performance internationally. Over 28 years of experience in the restaurant/hospitality, retail, manufacturing, petroleum, services, and utility industries. Shop'n Chek's 90,000 representatives act as our clients' "eyes and ears" with 100 percent location coverage guaranteed in the United States. Services include customer service evaluations, product presentation and pricing studies. Specializing in national accounts with 300 or more locations. Member of the Mystery Shopping Providers Association.
(See advertisement on p. 85)

Shopper's Critique International
656 Florida Central Pkwy.
Longwood, FL 32750
Ph. 407-834-3337
Fax 407-834-6474
www.shopperscritique.com
Bill Green, President
Nationally - Full-service
B, E, R, RT

Shoppers' View
4976 Plainfield Ave. N.E.
Grand Rapids, MI 49525
Ph. 800-264-5677
Fax 616-447-1236
E-mail: steve@shoppersview.com
www.shoppersview.com
Steve Leach
Nationally - Full-service
B, E, F, R, RT, S

SHOPPERS, Inc.
119 S. First
Broken Arrow, OK 74012
Ph. 800-259-8551
Fax 918-251-0606
E-mail: kathy@shprsinc.com
www.shoppercomments.com
Kathy Shook, President
Internationally - Full-service
B, E, F, H, R, RT, S

Sights On Service, Inc.
DBA Secret Shopper
3405 Kilmer Ln. N.
Minneapolis, MN 55441
Ph. 612-525-1460
Fax 800-595-0023
www.secretshop.com
Laura A. Portinga, General Manager
Nationally - Full-service
B, E, F, H, R, RT, S

Sinclair Service Assessments, Inc.
900 Bison, #110
San Antonio, TX 78216
Ph. 800-880-3111
Fax 210-979-6677
E-mail: info@sinclair.org
www.sinclair.org
Robert Sinclair Jr., President
Nationally - Full-service
B, E, F, R, RT

Sixth Line Solutions
1156 Hornby St.
Vancouver, BC V6Z 1V8
Canada
Ph. 604-682-4292 or 877-883-5705
Fax 604-682-8582
Regionally - Full-service
F, R, RT

Smithmark Corporation
200 S. Meridian, Ste. 260
Indianapolis, IN 46225
Ph. 317-822-0778
Fax 317-822-0970
E-mail: info@smithmark.com
www.smithmark.com
Karen D. Smith, President
Regionally - Full-service
B, E, F, R, RT, S

Sonoma Research, Inc.
P.O. Box 4877
Santa Fe, NM 87502
Ph. 505-992-0474
Fax 505-992-0462
E-mail: zephyrp@earthlink.net
Sally Neilson, President
Nationally - Data collection/Field service
B, E, F, R, RT, S

South East Market Research
3000A N. Mall Rd., Ste. 3029B
Knoxville, TN 37924
Ph. 865-546-7678
Fax 865-546-7684
E-mail: v.philips@bellsouth.net
Vicki Phillips, Dir. Marketing Research
Regionally - Data collection/Field service
B, E, F, H, R, RT, S

South Florida Market Research
6005 Coral Lake Dr.
Ft. Lauderdale, FL 33063
Ph. 954-975-5982
Fax 954-984-8963
E-mail: SFMRS@bellsouth.net
www.sfmrs.com
Locally - Data collection/Field service
B, E, F, H, R, RT, S

SPAR/Burgoyne Retail Services, Inc.
Ehrhart-Babic/NRTI (Nat'l. Retail Tracking Index)
14 Industrial Ave.
Mahwah, NJ 07430
Ph. 201-934-0600
Fax 201-934-3935
E-mail: tbacon@sparinc.com
www.spar-research.com
Tracy Bacon, Vice President
Nationally - Full-service
E, F, R, RT

Speedmark Information Services
719 Sawdust Rd., Ste. 300
The Woodlands, TX 77380
Ph. 800-222-3785 or 281-363-3945
Fax 281-298-1479
E-mail: info@speedmarkweb.com
www.speedmarkweb.com
Nationally - Data collection/Field service
E, F, R, RT, S

Spot Checks Mystery Shopping
P.O. Box 13462
La Jolla, CA 92039-3462
Ph. 858-693-6978
E-mail: info@spotchecks.com
www.spotchecks.com
Nationally - Full-service
B, E, F, R, RT, S

Stewart International Associates
838 Cherry St.
P.O. Box 222
Winnetka, IL 60093-0222
Ph. 847-501-3647 or 414-964-8876
William W. Redemann, President
Nationally - Full-service
B, F, R, S

Strategic Insights, Inc.
P.O. Box 262191
Littleton, CO 80163-2191
Ph. 303-683-9200
Fax 303-465-6174
E-mail: TDudley@strategicinsightsinc.net
www.strategicinsightsinc.net
Tracy Dudley, President
Locally - Full-service
B, E, F, R, RT, S

Strategic Marketing Services
A Div. of Pan Atlantic Consultants, Inc.
5 Milk St.
Portland, ME 04101
Ph. 207-774-6738 or 207-871-8622
Fax 207-772-4842
E-mail: pmurphy@maine.rr.com
www.panatlantic.net
Nationally - Full-service
B, E, F, H, R, RT, S

Suburban Associates
579 Franklin Tpke.
Ridgewood, NJ 07450
Ph. 201-447-5100
Fax 201-447-9536
E-mail: info@subassoc.com
www.subassoc.com
Cheryl Roncoroni
Regionally - Data collection/Field service
E, F, H, R, RT, S

Survey Service, Inc.
1911 Sheridan Dr.
Buffalo, NY 14223
Ph. 716-876-6450
Fax 716-876-0430
E-mail: sservice@surveyservice.com
www.surveyservice.com
Susan R. Adelman, President
Nationally - Full-service
B, E, F, H, R, RT, S

Surveys Unlimited, Inc.
232 Vincent Dr.
East Meadow, NY 11554
Ph. 516-794-5650
Fax 516-794-3841
E-mail: NYSURVEYS@aol.com
http://members.aol.com/nysurveys
Gladys Ronco, President
Regionally - Data collection/Field service
B, E, F, H, R, RT, S

TAi - New Jersey
Technical Analysis, Inc.
20 E. Oakdene Ave.
Teaneck, NJ 07666
Ph. 201-836-1500 or 201-836-1420
Fax 201-836-1959
E-mail: tainj@aol.com
www.taimarketres.com
Locally - Data collection/Field service
B, H, R, RT, S

TAi - Tampa Bay, Inc.
100 N. Tampa St., Ste. 3700
Tampa, FL 33602
Ph. 813-226-1800
Fax 813-226-1808
E-mail: TAi TAMPA@aol.com
www.taimarketres.com
Locally - Data collection/Field service
B, H, R, RT, S

Taylor Research
Video Conferencing Center
1545 Hotel Circle S., Ste.350
San Diego, CA 92108
Ph. 619-299-6368 or 800-922-1545
Fax 619-299-6370
E-mail: harriett@taylorresearch.com
www.taylorresearch.com
Harriett Huntley, Operations Manager
Locally - Data collection/Field service
B, E, F, R, RT, S

Telepoll Canada Inc.
19 Mercer St., Ste. 202
Toronto, ON M5V 1H2
Canada
Ph. 416-977-0608
Fax 416-977-8817
E-mail: telepoll@telepoll.net
www.telepoll.net
Magdelane Stark, General Manager
Nationally - Data collection/Field service
B, E, F, H, R, RT, S

Test Track Research, Inc.
147 Columbia Turnpike
Florham Park, NJ 07932
Ph. 973-360-1660
Fax 973-360-1667
E-mail: testtrack@compuserve.com
Nationally - Full-service
B, F, H, R, RT, S

Industry Service Codes

B - Business/Industry
E - Entertainment
F - Financial Services
H - Health Care
R - Restaurant/Fast Food
RT - Retail
S - Services *(Banks, Hotels, etc.)*

TrendSource
A Div. of Mystery Shoppers Inc.
111 Elm St., Ste. 100
San Diego, CA 92101
Ph. 800-553-7468 ext. 104
Fax 619-239-2525
E-mail: marketing@trendsource.com
www.trendsource.com
Nationally - Full-service
B, E, H, R, RT, S

United Marketing Research
1516 53rd St.
Lubbock, TX 79412
Ph. 806-744-6740
Fax 806-744-0327
www.umspromo.com
David McDonald, Sales/Marketing Director
Locally - Data collection/Field service
E, F, R, RT, S

Utah Market Research Services
Div. of Ruth Nelson Research
Crossroads Plaza Mall
50 S. Main St.
Salt Lake City, UT 84144-0103
Ph. 801-363-8726
Fax 801-321-4904
E-mail: umrs@worldnet.att.net
www.ruthnelsonresearchsvcs.com
Berdene Atkin, Manager
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Varga Research
8403 S. Park Cir., Ste. 660
Orlando, FL 32819
Ph. 407-248-0777
Fax 407-248-7797
E-mail: rachelj@vargaresearch.com
www.vargaresearch.com
Locally - Data collection/Field service
E, R, RT

Venture Research Corporation
681 Baeten Rd.
Green Bay, WI 54304
Ph. 920-496-1960
Fax 920-496-1961
E-mail: venturegb@aol.com
Linda Segersin, General Manager
Regionally - Full-service
E, F, H, R, RT, S

WAC of New York
60 Madison Ave., 5th fl.
New York, NY 10010-1600
Ph. 212-725-8840
Fax 212-213-9247
E-mail: WACInc@aol.com
www.wacresearch.com
Dr. James Frisch
Regionally - Full-service
E, F, R, RT, S

Ward Research, Inc.
126 Queen St., Ste. 212
Honolulu, HI 96813
Ph. 808-522-5123
Fax 808-522-5127
E-mail: wrstaff@wardresearch.com
Locally - Full-service
B, E, F, H, R, RT, S

WestGroup Research
2720 E. Thomas, Bldg. A
Phoenix, AZ 85016
Ph. 602-707-0050 or 800-999-1200
Fax 602-707-0055
E-mail: answers@westgroupresearch.com
www.westgroupresearch.com
Beth Aguirre-Smith, Vice President
Nationally - Full-service
B, E, F, H, R, RT, S

Williams - Jamal, Ltd.
4535 W. Sahara Ave., #203
Las Vegas, NV 89102
Ph. 702-369-1125 or 888-611-1125
Fax 702-257-0259
E-mail: info@williams-jamal.com
www.williams-jamal.com
Nationally - Full-service
E, F, R, RT, S

Sally E. Zorich & Associates
819 Ashland Ave.
St. Paul, MN 55104
Ph. 651-290-2564
Fax 651-290-2564
E-mail: SalZorich@aol.com
Sally Zorich, Owner
Locally - Data collection/Field service
B, E, F, H, R, RT, S

International Mystery Shopping

These firms conduct mystery shopping on an international basis.

A&M Business Services, Inc.
Amusement Advantage, LLC
ath Power Consulting Corporation
Audits & Surveys Worldwide
Bare Associates International, Inc.
Barry Leeds & Associates, Inc.
Beyond Hello Inc.
Capstone Research, Inc.
Certified Reports, Inc.
Danis Research
Delve
DSG Associates, Inc.
Elrick & Lavidge
Employee Evaluations
Feedback Plus, Inc.
Green & Associates
Hilli Dunlap Enterprises, Inc.
HR and Associates, Inc.
Investigative Marketing Services, Ltd. (Canada)
Stanford Klapper Associates, Inc.
Kudos Research (U.K.)
MacPherson Mystery Shopping (U.K.)
Maritz Marketing Research Inc.
Market Trends, Inc.
Marketing Network International
Marketing Solutions Corporation
Michelson & Associates, Inc.
MSB-Managing The Service Business (U.K.)
National Shopping Service Network, LLC
NOP Mystery Shopping (U.K.)
Oy Palvelu Plus - Service Plus Ltd (Finland)
ResearchUK (United Kingdom)
Bernadette Schleis & Associates, Inc.
Second To None, Inc.
Sensors Quality Management, Inc. (Canada)
ServiceAdvantage International
The Shadow Agency, Inc.
Shop'n Chek, Inc.
SHOPPERS, Inc.

National Mystery Shopping

These firms conduct mystery shopping on a nationwide basis. See also International Mystery Shopping.

Argentina

IFOP-ASECOM Latin America

Canada

ACNielsen Canada
B. Business Solutions
Campbell, Edgar Inc.
Contemporary Research Centre - Montreal
The Corporate Research Group Ltd.
Proforma Consulting Limited
R.I.S. Christie - The Data Collection Co.
Retail Biz Consulting
Service Intelligence
Sixth Line Solutions
Telepoll Canada Inc.

Germany

Confield Research
Kramer Marktforschung GmbH

Greece

Market Analysis Ltd. (Greece)

Japan

Marketing Intelligence Corp. (MiC)

South Africa

Centre For Proactive Marketing

United Kingdom

Aba Quality Monitoring Ltd.

USA

A Closer Look
A Customer's Point of View, Inc.
A Service Excellence Group, Inc.
Action Research Group
ALCOPS™
Anonymous Insights, Inc.
ARC Research Corporation
Ask America Market Research
Ask Arizona
At Your Service Marketing
B. Business Solutions
Bartels Research Corp.
BestMark
BMA - Best Market Audits, Inc.
The Blackstone Group
Business Evaluation Services
Business Research Group
Car-Lene Research, Inc.
Check Mark, Inc.
Check Up Marketing
Commercial Service Systems, Inc.
Confero, Inc.
Consumer Pulse, Inc.
Critique International
Cross Financial Group
Customer 1st
Customer Perspectives
Customerize, Inc.
Customer's View, Inc.
Defensive Business Management
DMS
E&K Enterprises, Inc.
Eagle Research - Atlanta
Eagle Research - Denver
Fogerty Group, Inc.
Friedman Marketing Services
Galli Research Services
Genesis Group, Inc.
Hindsight
ICC Decision Services
IMAGES Market Research
Insight Research, Inc.
Integrated Research Associates, Inc.
Jancyn Evaluation Shops
Ken-Rich Retail Group
The KTR Group, Inc.
Leibowitz/Roher Marketing, Inc.
Nancy Levine Marketing Research
The Locksley Group, Ltd.
M.A.T. On-Site Research
Market Dynamics Research Group, Inc.
Market Monitor, Inc./Service Monitor
Market Trends Pacific, Inc.
Market Viewpoint
Marketing Systems Unlimited Corp.
McGladrey & Pullen, LLP
Meyers Research Center
Mystery Shoppers, Inc.
Mystery Shoppers, Inc.
National Field & Focus, Inc.
National Shopping Service
The NPD Group, Inc.
O'Connor & Associates
Pat Henry Market Research, Inc.
Perceptive Market Research, Inc.
The Performance Group, Inc.
Person to Person Quality
Pinkerton Field Research Services
Professional Review & Operational Shoppers, Inc.
Quality Check
QualityWorks Associates
The Quest for Best Mystery Shoppers
Quick Test/Heakin
Reality Check Mystery Shoppers
Research Strategies, Inc.
Research, Inc.
Retail Biz Consulting
Retail Diagnostics, Inc.
J.M. Ridgway Co., Inc.
Sales & Marketing Group
Schlesinger Associates, Inc.
Scholl Market Research, Inc.
Service Alliance, Inc.
Service Check.com
Service Evaluation Concepts, Inc. (SEC)
Service Excellence Group, Inc. (MD)
Service Excellence Group, Inc. (VA)
Service Industry Research Systems, Inc. (SIRS)
Service Intelligence
Service Performance Group, Inc.
Service Quest
Service Research Corporation
ServiceProbe
ServiceTRAC, LLC
SG Marketing Group
The Shadow Shopper of Georgia, Inc.
Shopper's Critique International
Shoppers' View
Sights On Service, Inc.
Sinclair Service Assessments, Inc.
Sonoma Research, Inc.
SPAR/Burgoyne Retail Services, Inc.
Speedmark Information Services
Spot Checks Mystery Shopping
Stewart International Associates
Strategic Marketing Services
Survey Service, Inc.
Test Track Research, Inc.
TrendSource
WestGroup Research
Williams - Jamal, Ltd.

Regional Mystery Shopping

These firms conduct mystery shopping on a regional basis. They have been organized by state for your convenience. See also National & International Mystery Shopping.

Alabama

Connections, Inc.
Graham & Associates, Inc.
New South Research

California

Cirrus Marketing Consultants
Decision Research

Industry Service Codes

B - Business/Industry
E - Entertainment
F - Financial Services
H - Health Care
R - Restaurant/Fast Food
RT - Retail
S - Services *(Banks, Hotels, etc.)*

Kiyomura-Ishimoto Associates
L.A. Research, Inc.
Reyes Research
San Diego Surveys, Inc.
The Question Shop, Inc.

Colorado
Colorado Market Research Services

Connecticut
Beta One, Inc.

Delaware
Keystone Marketing Research

Florida
A.I.M. Field Service
Advantage Business Services
Gulf State Research Center
Kane Field Services, Inc.
Kirk Research Services, Inc.
Mars Research
Premack & Associates of Pinellas County, Inc.
Professional Research Group

Georgia
Beisner Research Associates
P V R, Inc.

Illinois
Marketing Advantage Research Consultants, Inc.

Indiana
Alexandria's Marketing Co.
Smithmark Corporation

Iowa
PMR-Personal Marketing Research, Inc.

Kentucky
Market Research Services
Personal Opinion, Inc.

Louisiana
Gulf State Research Center
New Orleans Field Services
The Field Force, Inc.

Maryland
Bay Area Research

Massachusetts
PatronEdge

Michigan
Barnes Research, Inc.
Crimmins & Forman Market Research

Missouri
Carol Max Marketing Services, Inc.
Horizon Research Services

Nebraska
Midwest Survey & Research

Nevada
Las Vegas Surveys, Inc.
MarkeTec, Incorporated

New Hampshire
Granite State Marketing Research, Inc.
New England Interviewing, Inc.

New Jersey
Frances Bauman Associates
Suburban Associates

New York
C.B. DuPree Associates
J & R Field Services, Inc.
Q M S
Quest Marketing Group
Surveys Unlimited, Inc.
WAC of New York

North Carolina
Brenda's Demo Service
Free Lance Services

North Dakota
Quinn Marketing and Communications

Ohio
First Glance
Market Tasks, Inc.
Opinions, Ltd.
Professional Management Service

Oklahoma
Customer Connection, Inc.
Higbee & Associates, Inc.
Oklahoma City Research Services

Puerto Rico
The Marketing Center

Rhode Island
Capture, Inc.

Tennessee
Market Image Tennessee
People Plus
South East Market Research

Texas
Gulf State Research Center
Hispanic Focus Unlimited
JKS, Inc. - Southwest
Mars Surveys of Texas

Utah
Rocky Mountain Merchandising and Research
Utah Market Research Services

Vermont
Action Research

Virginia
Issues and Answers Network, Inc.
JKS, Inc. - Northeast

Washington
Gilmore Research Group
Mainstream Marketing

West Virginia
McMillion Research Service

Wisconsin
Field Surveys & Audits, Inc.
InGold Research Services, Inc.
Venture Research Corporation

Local Mystery Shopping

These firms conduct mystery shopping on a local basis. They have been organized by metropolitan area for your convenience. See also Regional, National & International Mystery Shopping.

Atlanta, GA
Jackson Associates, Inc.
Margaret Ann's Research
Pat Hennum Research

Boston, MA
Performance Plus

Chicago, IL
Focuscope, Inc.
Ann Michaels and Associates Ltd.
Precision Research, Inc.
Questions & Marketing Research Svcs., Inc.
Rothermel Research, Inc.

Cincinnati, OH
Assistance in Marketing, Inc.

Denver, CO
Strategic Insights, Inc.

Des Moines, IA
Essman/Research

Detroit, MI
IntroMarketing

Ft. Lauderdale, FL
South Florida Market Research

Gary, IN
KLD Marketing Research, Inc.

Honolulu, HI
Ward Research, Inc.

Huntsville, AL
MVP In The Field Services

Industry Service Codes

B - Business/Industry
E - Entertainment
F - Financial Services
H- Health Care
R - Restaurant/Fast Food
RT- Retail
S - Services *(Banks, Hotels, etc.)*

Indianapolis, IN
Herron Associates, Inc.

Las Vegas, NV
MRCFocus

Lubbock, TX
United Marketing Research

Memphis, TN
PWI Research

Milwaukee, WI
Lein/Spiegelhoff, Inc.
Mazur/Zachow, Inc.

Minneapolis/St. Paul, MN
Jeanne Drew Surveys
Sally E. Zorich & Associates

Newport News/Norfolk/Virginia Beach, VA
Marketrends, Inc.

Northern New Jersey
TAi - New Jersey

Orlando, FL
Varga Research

Philadelphia, PA/Southern NJ
Liberty Research Services, LLC

Portland, OR
Serunian Investigations & Mystery Shopping

San Diego, CA
Taylor Research

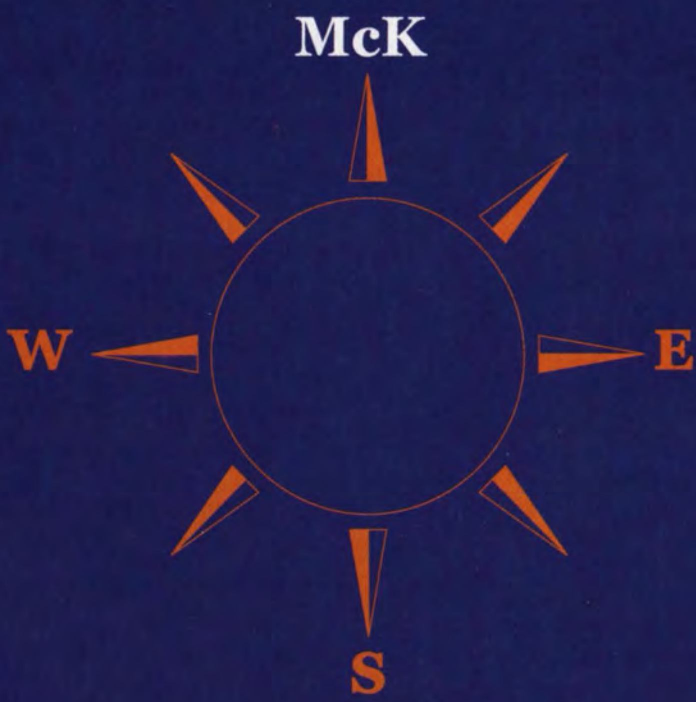
St. Louis, MO
Marketing Horizons, Inc.

Tampa/St. Petersburg, FL
Bordner Research, Inc.
TAi - Tampa Bay, Inc.

Washington, DC
OMR (Olchak Market Research)

Wilmington, DE
Delaware Research Co.
Seek Research

Classified Ads


McK
W
E
S

2000 QMRR Story Index

Case Histories

January

New product research: Design inspiration – in-home research gives Mirro the ingredients for its Allegro cookware line

February

New product research: When every second counts – research measures market for new emergency response device

March

Advertising research: Preserving the preservationists – focus groups shape ads designed to expand market for Federal Duck Stamp Program

Advertising research: Campaigning for the outdoors – Chevron tracks long-running corporate advertising program

April

Ethnic research: The value of 'practiced ignorance' in cultural research – positioning a cosmetics brand for Muslim women in Indonesia

Ethnic research: The world is not enough - multi-country research aids Cartoon Network's quest for world 'toonification'

May

Qualitative research: Increasing interest – Atlanta bank uses PISCES process to develop creative positioning strategies

June

Health care research: Sounding out the market – qualitative/quantitative combo assists positioning of disposable hearing aid

July/August

Online research: On the satisfaction superhighway – Subaru uses Web-based reporting to track customer loyalty, dealer quality rankings

Electronic group research: Read all about it – electronic research tool helps Arizona Republic reconnect with its community

October

Online research: Online satisfaction systems helps e-commerce firm track customer contact process

Customer satisfaction research: Satisfaction procured – CSM program helps Unisys meet federal government vendor guidelines

Customer satisfaction research: Minor league, major loyalty – Michigan baseball team surveys its fans

November

International research: A global perspective – syndicated survey monitors airline performance around the world

December

Qualitative research: Personal transportation indeed – Chrysler dug deep with archetype research to shape its PT Cruiser

Technique Discussions

January

Mystery shopping: How should we set up our mystery shopping program? A list of questions to consider

Mystery shopping: Proper use of a mystery shopping report

Mystery shopping: Similar but different – a comparison of mystery shopping studies and customer satisfaction studies

International research: How important is your international research project?

New product research: Hearing the customer's voice – customer-driven concept and product development

Qualitative research: Gaining a clearer picture of customers in the focus group recruitment process

Qualitative research: Tele-Internet focus groups – an alternative to traditional focus groups

February

Tracking research: Ten tips on tracking research

The business of research: Why market research is a waste of money (and what you can do about it)

Market simulation: Market simulation software becomes smarter all the time

Online research: Fulfilling the promise of the Web – research approach aims to make the Internet safe for consumer research

Researching seniors: Old folks ain't old folks anymore – a report on trends in communicating more effectively with 50-plus consumers

Data analysis: Linking research and revenue – revisited

March

Ad research: The ten commandments of advertising tracking studies

Qualitative research: A statistical approach to security/past participation problems – do market research in the market

Ad research: A process and program for improving advertising efficiency and effectiveness

Ad research: Consumers' contradictions – value and other brand attributes

Brand equity: Identifying and leveraging brand equity: a 21st century approach

Online research: Advantage: Internet – add online focus group viewing to the list of benefits the Web offers researchers

April

Ethnic research: Unleash the power of the Hispanic market by avoiding these pitfalls

Ethnic research: A world of unique challenges – conducting automotive research in India

Ethnic research: Panel identifies Hispanic marketing opportunities

Business-to-business research: Go in-depth with depth interviews

The business of research: Half-empty or half-full? Results of respondent cooperation study yield optimism and pessimism

Online research: The power of online research – we ain't seen nothin' yet

Online research: Measuring response rates in online surveys

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