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February 2002

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## Marketing Research Review

Volume XVI, Number 2

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## Julia Roberts most popular movie star

Each December since 1993, Rochester, N.Y.-based Harris Interactive has asked a cross-section of adults who their favorite movie star is. In 2001, for the first time, a female star, Julia Roberts, topped the list. She was followed by Tom Hanks, who moved up from number six in 2000, and Harrison Ford, who was the nation's favorite star in 1998, 1999, and 2000.

In 2000 Julia Roberts was in fourth place, and the year before that she was number eight.

The other stars in 2001's top 10 were Mel Gibson (down from number three in 2000 to number four), Sean Connery (up from number 10 to number five), John Wayne (down from number two for the 1998-2000 period to number six), Clint Eastwood (down from number five to number seven), Denzel Washington (down from number seven to number eight), with Robin Williams and Sandra Bullock in positions nine and 10, respectively.

The biggest changes since 2000's poll were: Sean Connery up five places to number five; John Wayne down four places to number six; Tom Hanks up four places to number two.



Bruce Willis (number seven in 2000), Arnold Schwarzenegger (number nine) and Robert DeNiro (number 10) all drop out of the top 10, as Robin Williams and Sandra Bullock moved in.

When different segments of the population are analyzed separately, Julia Roberts is in first place with women and Hispanics, and she shares first place with Harrison Ford in the key moviegoing crowd aged 18-29. Tom Hanks is number one among men and whites; and Denzel

Washington is the favorite among African-Americans.

These are the results for The Harris Poll of 1,065 adults surveyed online nationwide between November 9-14, 2001. To view the article with all the tables visit [www.harrisinteractive.com/harris\\_poll/index.asp?PID=274](http://www.harrisinteractive.com/harris_poll/index.asp?PID=274).

## Americans on a mission to lose 20 pounds

Nearly two-thirds of American adults want to lose 20 pounds, according to Port Washington, N.Y., research firm The NPD Group, Inc. This is an all-time-high percentage from the respondents in The NPD Group's Annual Report on Eating Patterns in America.



Respondents were asked to agree or disagree with the statement, "I would like to lose 20 pounds."

"During the '80s and '90s, Americans tried to eat their way to better health with all the new low-fat, low-sodium, low-everything products offered to them. During that time, however, the percent of people

Year	Percent of Adults Agreeing with the Statement: "I would like to lose 20 pounds."
2001	63%
1995	54%
1990	52%
1985	54%

Source: The NPD Group, Inc.

who wanted to lose 20 pounds did not decline," says Harry Balzer, vice president of The NPD Group, Inc. and author of the report.

Even though weight is on the minds of more Americans, Eating Patterns in America respondents are less concerned with fat, cholesterol, salt and other nutritional issues than they were in the '90s.

"I think Americans have come to realize that the most pressing health issue is the most obvious."

Percent of Adults Agreeing with the Statement: "A person should be cautious serving foods with..."

Year	Fat	Cholesterol	Salt
2001	32%	29%	38%
1995	47%	38%	33%
1990	51%	51%	43%
1985	40%	40%	43%

Source: The NPD Group, Inc.

ident of The NPD Group, Inc. and author of the report.

pressing health issue is the most obvious. continued on p. 54





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Avon Products Inc., New York, has named **William Susetka** to its top marketing post, filling a post that has been vacant since November 2000, when former marketing chief **Lynn Emmolo** resigned. Susetka will be responsible for all of Avon's global marketing functions, including research and development and advertising, as well as marketing research and strategy for global direct selling of Avon brands.

Nanuet, N.Y.-based *Target Research Group Inc.* has announced a new executive management structure. **Ron Silver**, founder and co-leader of the company for the past 15 years, has retired. **Steve Cook** has been promoted to president and CEO. **Joe Jesuele** assumes the title of chairman and will continue to be actively involved in the company. **Gayle Hazard** has been promoted to senior vice president of operations.

On November 28, 2001, Target Research Group, Inc. acquired certain assets of the former *Dennis & Company* (DAC). Joining Target from the Stamford, Conn., office (now closed) are **Steve Campana**, executive vice president, and **Pat Peterson**, group director. The Winston-Salem office of the former Dennis & Company has been kept intact and is now part of Target Research. **Lynn Bowden** is executive vice president and general manager of Target Research, Winston-Salem. Her staff includes **Tara Bennett**, senior project director, and **Amy Moses**, assistant project director.

*Sigma: Research Management*

*Group, Ltd.*, Cincinnati, has named **Stacey Horton** senior analyst and online services coordinator.

*Burke Customer Satisfaction Associates*, Cincinnati, has named **Yvette Wikstrom** senior account executive and senior consultant. In addition, **Tom Myers** has been promoted to senior vice president, client services, and **Greg Van Scoy** has been promoted to senior account executive.

**Bill Stevens** has been named project supervisor in the telephone department of *San Diego Surveys*.

Chicago-based *SPSS MR* has named **Nicole Cachia** professional services manager for North America and **Matthew Wrenn** eastern region sales manager.

*ICR/International Communications Research*, Media, Pa., has named **Jill Glathar**, vice president, advanced research methods, and **Claudia Roeder-Leuz**, project director.

**Todd Biederman** has joined Philadelphia research firm *Focus Pointe* as executive vice president. At the firm's newest location, Focus Pointe North Jersey, Teaneck, N.J., **Janis Wagman** has been named facility director. At Focus Pointe Manhattan, **Chona Castillo** has been named facility director and **Sheryl Brie** has been named facility manager. At Focus Pointe Boston **Joanne West** has been named facility director.

Fairfield, Conn., research firm *IMS Health* announced that

**Kathryn E. Giusti**, president, Multiple Myeloma Research Foundation, and **Constantine L. "Lou" Clemente**, executive vice president, corporate affairs, secretary and corporate counsel of Pfizer, Inc., have been elected to IMS Health's board of directors.

**Mike Sineni** has joined the qualitative team of *Research International*, Chicago, as senior project director, qualitative services.

Seattle-based customer experience management firm *Kinesis* has named eight to its advisory board: **Marie Bennowitz**, director, research, Western Wireless; **Shelley Caro**, director, training programs, Children's Hospital; **Robb Krieg**, vice president, operations, Expedia.com; **Dave Martine**, director, drop-ship operations, Nordstrom; **Herman Milligan**, vice president, corporate marketing, Wells Fargo; **Jon Mittmann**, former director, member services, HomeGrocer.com; **Tanya Perpich**, formerly director of training, REI; **Troy Schmeil**, district sales manager, E.piphany; and **Brad Stenhjem**, director, sales, Onvia.

*Health Care Direct, Inc.*, a Flemington, N.J., medical information and Internet marketing company, has named **Hardoncourt "Trip" Trepagnier** and **Paul Brala** consulting directors for marketing research services.

**John Dinsdale** has been named senior vice president of research at *RHK Inc.*, a South San Francisco, Calif., research and consulting firm.

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## Study examines buying process for heating and air conditioning systems

Arlington, Texas, research firm Decision Analyst has released its American Comfort Survey Replacement Report, a look at heating and air conditioning replacements from the homeowner's perspective. Decision Analyst surveyed over 10,000 homeowners to identify those who recently replaced one or more major components of their home comfort systems. The report begins with homeowner brand awareness and continues through the entire replacement process, including brand selection, contractor selection, shopping time, decision criteria, price, warranty, high efficiency, sources of information, contractor sales practices, satisfaction, and after-sale service. The report includes breakouts on air conditioners, furnaces, heat pumps, and boilers as well as detailed information on accessory items such as thermostats, zoning systems, air cleaners, humidifiers, and so on. For more information call Matt Michel at 800-262-5974 or visit [www.decisionanalyst.com/publ\\_data/2001/ComfortTech.htm](http://www.decisionanalyst.com/publ_data/2001/ComfortTech.htm).

## New version of ACA from Sawtooth Software

Sawtooth Software, Sequim, Wash., is now offering ACA (Adaptive Conjoint Analysis) v5 for Windows. ACA v5 offers a point-and-click graphical interface and improvements such as: level text is no longer limited to just 64 characters; header text can be customized for each ACA question; the level order presentation within an attribute can be randomized; new drag-and-drop control for ranking questions has been added; the maximum number of levels is increased from nine to 15; the number of levels taken forward to pairs is no longer limited to five.

ACA v5 lets users conduct interviews

using any computer running Windows 95 or better. It is typically used for CAPI, central site, or disk-by-mail interviewing. The program/files to run an ACA survey can fit on a single floppy diskette (1.44 MB). ACA v5 is part of the SMRT software suite, which also includes CBC (Choice-Based Conjoint). A free demo version lets users compose surveys but won't collect data. It includes a tutorial with data to practice data analysis. Installing this demo will not conflict with other Sawtooth Software programs, including existing installations of SMRT. To download, visit [www.sawtoothsoftware.com/download/releases/DemoSMRT.exe](http://www.sawtoothsoftware.com/download/releases/DemoSMRT.exe).

## New Web testing suite from NetRaker

NetRaker Corporation, a Sunnyvale, Calif., research firm, is now offering NetRaker Suite 3.5, the newest version of its Web testing product. NetRaker Suite 3.5 delivers the following new features: NetRaker Clickstream tracks Web site customers as they move through a site and provides visual analysis of navigational paths to identify problem spots in real time; Auto NetRaker Experience Recorder builds on the NRER technology to enable users to record videos of visitors as they move through a site whether client staff is available to watch participants or not; and Custom Ratings, a new question type that enables researchers to create almost every scale or semantic differential required, including 1-5, 1-7, 1-10, 1-6 as well as textually labeled scales such as "Never/Rarely/Sometimes/Often/Always." For more information call 877-483-2114, option 2, or visit [www.netraker.com](http://www.netraker.com).

## MARS adds sponsors to pharmaceutical study

Aventis Pharmaceuticals Inc., has joined other charter sponsors for the second annual MARS pharmaceutical

OTC/DTC survey. New York-based MARS (Multimedia Audience Research Systems) is a division of Kantar Media Research. Among last year's charter sponsors who renewed for the 2002 study are: BBDO (Bayer), Carat (Pfizer), Mindshare (Bristol-Myers Squibb), Initiative Media (Merck), and The Media Edge and Media Planning Group (Glaxo SmithKline).

Over 100 magazines and national newspapers, Web sites and portals will be measured. Magazines measured range from large consumer titles to smaller niche titles. This study provides an opportunity for smaller magazines (presently unmeasured) to be measured in a syndicated setting. MARS will also measure cable TV viewing across more than 30 cable networks. The questionnaire will be mailed to a sample of over 40,000 people specifically stratified according to a list of variables that are related to health and medical issues. The 2002 study began fieldwork in January and the results will be available April 15. For more information contact Hugh White at [hwhite@kantarmedia.com](mailto:hwhite@kantarmedia.com).

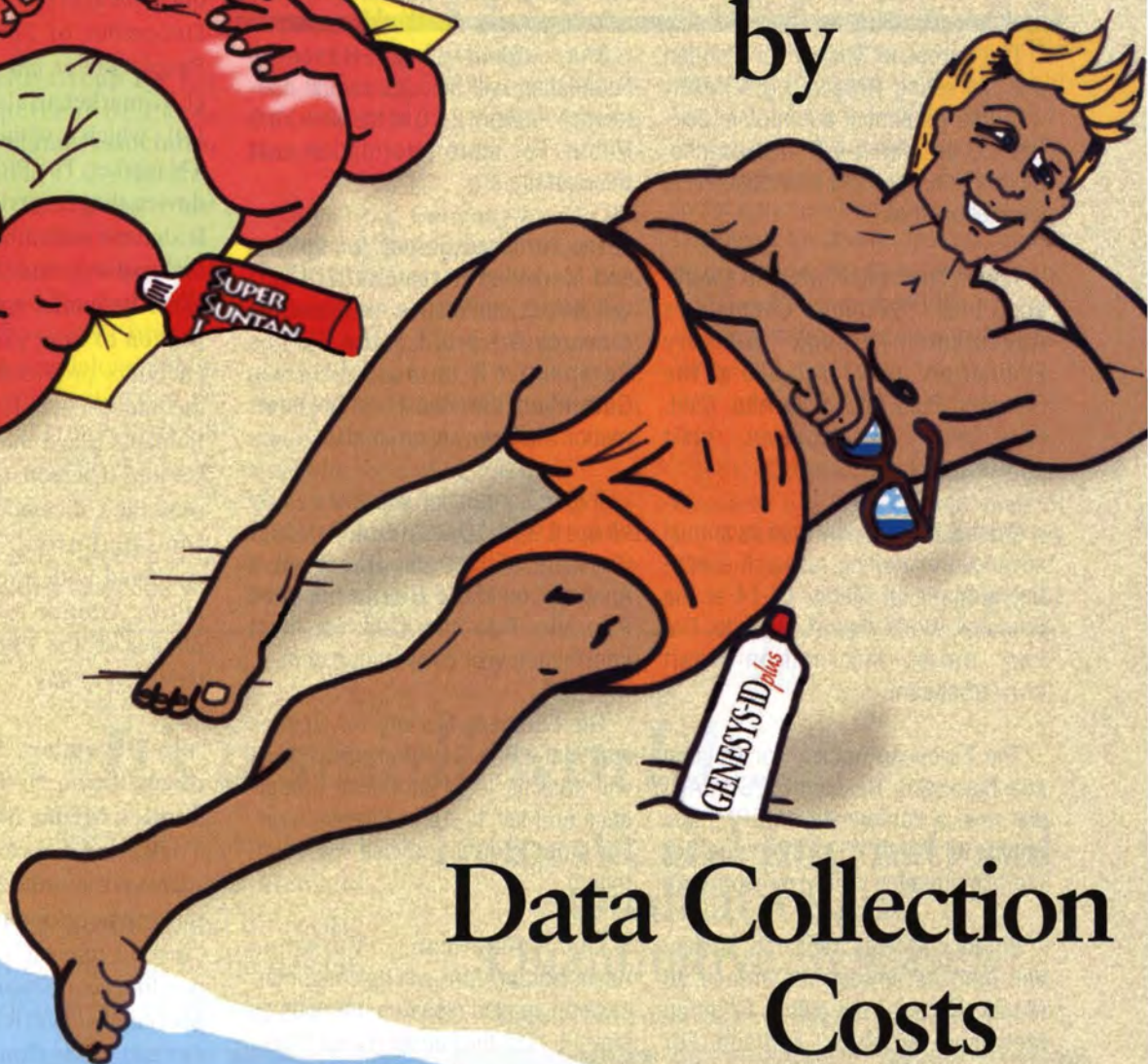
## Clementine updated

SPSS Inc., Chicago, has released Clementine 6.5, the newest version of the firm's data mining software. Clementine 6.5 includes a new Clementine Application Template (CAT) for customer relationship management. CATs are complete, pre-built project outlines tailored to specific data mining applications.

Clementine takes a visual, interactive approach to data mining. Users build a map of their data mining project — called a "stream" — by selecting icons — called "nodes" — that represent steps in the process. CATs contain pre-built streams, sample data and user guides designed for specific applications. Clementine 6.5 also includes CATs for analysis of Web site data to improve site efficiency and analysis of customer data in the telecommunications industry.

continued on p. 53

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The European Society for Opinion and Marketing Research (ESOMAR) will hold its annual automotive conference on March 4-6 in Lausanne, Switzerland. For more information visit [www.esomar.nl](http://www.esomar.nl).

Tragon Corporation will hold a workshop titled "Gaining a Competitive Advantage Through Sensory Evaluation" on March 4-6 at the Sheraton Palo Alto, Palo Alto, Calif. For more information visit [www.tragon.com](http://www.tragon.com).

Frost & Sullivan will hold its annual advanced marketing research executive summit on March 10-14 at the Sheraton World Resort, Orlando, Fla. For more information visit [www.frost.com](http://www.frost.com).

The European Society for Opinion and Marketing Research (ESOMAR) will hold a conference on CRM/data mining on March 17-19 in Prague. For more information visit [www.esomar.nl](http://www.esomar.nl).

Britain's Market Research Society will hold its annual conference on March 20-22 at the Hilton Brighton Metropole, Brighton, England. For more information visit [www.mrs.org.uk](http://www.mrs.org.uk).

The Advertising Research Foundation will hold its annual conference on April 8-10 at the New York Hilton. For more information visit [www.arfsite.org](http://www.arfsite.org).

The European Society for Opinion and Marketing Research (ESOMAR) will hold a conference on managing research for profit ("The Client's Perspective") on April 14-16 in Gothenburg, Sweden. For more information visit [www.esomar.nl](http://www.esomar.nl).

Tragon Corporation will hold a workshop titled "Designing Product Success Through Descriptive Analysis" on May 6-8 at the Sheraton Palo Alto, Palo Alto, Calif. For more information visit [www.tragon.com](http://www.tragon.com).

The European Society for Opinion and Marketing Research (ESOMAR) will hold its Latin American conference on May 12-14 in Buenos Aires. For more information visit [www.esomar.nl](http://www.esomar.nl).

The American Marketing Association (AMA) will hold a conference on applied research methods on May 14-17 at the Palmer House Hilton, Chicago. For more information visit [www.marketingpower.com](http://www.marketingpower.com).

## News notes

New York-based **DoubleClick Inc.**, hurting from a slumping advertising market, announced a deal through which New York research firm **Dynamic Logic** will take over its Ad Effectiveness research practice. In exchange for the Ad Effectiveness business, DoubleClick will receive a 10 percent minority stake in Dynamic Logic.

DoubleClick also has the opportunity to earn additional equity in the practice in future. DoubleClick will, however, continue to provide media planning tools like @plan, as well as campaign reporting and analysis tools such as DART for Advertisers.

New York-based **Arbitron Inc.** has completed the first phase of the Portable People Meter (PPM) U.S.

market trial with the release of a third round of ratings comparisons for its new television, cable, and radio audience measurement system. Since December of 2000, the Portable People Meter has been undergoing U.S. market trials in Wilmington, Del., which is within the Philadelphia TV market. The PPM is a pager-sized device that is carried by consumers. It detects inaudible codes that TV and radio broadcasters as well as cable networks embed in the audio portion of their programming using encoders provided by Arbitron. At the end of each day, the survey participants place the meters into base stations that recharge the devices and send the collected codes to Arbitron for tabulation. The meters are equipped with a motion sensor that allows Arbitron to monitor the compliance of the PPM survey participants every day.

In December, Milpitas, Calif., research firm **NetRatings, Inc.** and **Jupiter Media Metrix, Inc.**, New York, announced that they had received a request for additional information (commonly known as a "second request") pertaining to the pending acquisition of Jupiter Media Metrix by NetRatings from the Federal Trade Commission.

The waiting period applicable to the pending acquisition under the U.S. Hart-Scott-Rodino Antitrust Improvements Act would therefore expire, unless terminated earlier by the FTC, 30 days after substantial compliance with the request for additional information. Subject to completion of the Hart-Scott-Rodino process and satisfaction of other customary closing conditions contained in the definitive merger agreement, including Jupiter Media Metrix stockholder approval, the companies

anticipated the acquisition would close in the first quarter of 2002.

New York research firm **Schulman, Ronca, & Bucuvalas, Inc.** (SRBI) commemorated its 20th anniversary by introducing a new logotype.

### Acquisitions

U.K.-based **WPP Group Plc** has acquired 100 percent of **Penn, Schoen and Berland Associates, Inc.**, a Washington, D.C., research and polling firm. The company had revenues of \$31.4 million for the calendar year 2000 and net assets of \$4.3 million as of December 31, 2000. The company will operate within WPP as a standalone public affairs unit and will continue to be managed by company principals Mark Penn, Doug Schoen, and Michael Berland.

East Hanover, N.J., research firm **NOP World Health** has acquired

**Cozint** in a cash transaction for \$10.5 million. NOP World Health will integrate Cozint, a supplier of Web-based research services to the pharmaceutical and biotechnology industries, with the Promotional Effectiveness Group of Market Measures Interactive (MMI) to form a new division. Rob Sederman, Cozint's current CEO, will become CEO of the newly-integrated division, reporting to Elaine Riddell, CEO of MMI and NOP World Health.

Nuremberg, Germany-based **GfK Group** has acquired a 19.9 percent share of Brazilian research firm **Indicator Brazil**. With 130 employees, the company was expected to generate sales of EUR 7.3 million in 2001. GfK plans a 100 percent takeover of the company in three stages by the end of 2004.

U.K.-based **Cambridge Pharma Consultancy** has been acquired by **IMS Health**, a Fairfield, Conn.,

research firm. Terms of the transaction were not disclosed.

### Alliances/strategic partnerships

Wilton, Conn., research firm **Greenfield Online** has entered into a strategic alliance with **Quick Test/Heakin**, a Jupiter, Fla.-based network of research facilities. The agreement appoints Greenfield Online as Quick Test/Heakin's preferred partner in the programming and hosting of Web-based interviews to be conducted at Quick Test's 80 U.S. mall locations. The agreement also provides the framework for the two companies to develop a face-to-face recruited Internet panel called Web-Mall.

### Association/organization news

Bob Cohen of Scarborough Research has been elected chair of the **Council of American Survey**

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# War Stories

## True-life tales in marketing research

By Art Shulman

*Editor's note: War Stories is a semi-regular feature in which Art Shulman, president of Shulman Research, Van Nuys, Calif., presents humorous stories of life in the research trenches. He can be reached at 818-782-4252 or at artshulman@aol.com.*

Neil Kalt of Neil Kalt & Associates tells about a focus group he conducted with life insurance agents. As is his habit, Kalt stood on the other side of the one-way mirror and watched respondents enter the room. When they were all seated he made his entrance.

The respondent incentive must have been good because he had a full house. But the room had a small conference table, so the table was packed by the time the last respondent, a fellow Kalt characterizes as "wolfish," ambled into the room.

Surveying the situation, the wolf saw two empty chairs. One was in between two portly gentlemen, so he knew it was going to be a tight fit. The other chair was at the head of the table. The wolf looked at his two options, first the empty chair between the big guys, then the chair at the head, which he must have assumed had been taken by someone who, for whatever reason, was not now in the room.

Moving decisively, he went to the chair at the head, looked around once more, surreptitiously swiped the name card onto the floor, and with a look of satisfaction, sat down.

The name on the card was, of course, Kalt's.

Kalt then entered the room, introduced himself, and informed the wolf he could keep his seat as long as he was prepared to lead the discussion. The wolf smiled weakly, moved to the empty chair and shoehorned himself into it.

Speaking of wolfish men, a moderator preferring anonymity cites a lesson she learned about enhancing the mood of clients in the back room. It seems that the night before her sessions were held, various prototypes of the test product, worth thousands and thousands of dollars, were stolen from the hotel room of the leader of the client contingent.

Thus, the clients, all men, were fully expecting to be fired once they returned to their company's offices, and were in a foul mood. They retained their negativity through the first group, in the break between groups, and virtually through the completion of the second session. They exuded grumpiness, and were never satisfied with what the moderator did.

But toward the very end of the second session one of the respondents, an attractive, buxom lady, approached the mirror, and for some reason bent down. This resulted in part of her ample anatomy spilling out from under her blouse.

As those of you familiar with this column are well aware, this type of event is not that unusual. And, as is typical, the ogling clients roared with laughter, and their mood changed dra-


matically. Suddenly, they were warm and jolly, and courteous and complimentary to the moderator.

This taught the moderator a valuable lesson: If a respondent is to accidentally expose herself in front of a one-way mirror, try to arrange for it to happen toward the beginning of the first session rather than the end of the final session.

Sometimes clients can be scary to respondents, even if they don't mean to be. Tony Memoli of Chase Manhattan Bank tells about some group sessions he attended a few years ago. He and his fellow clients in the back room had just finished eating sushi, and even though the group wasn't anywhere near done, one of his colleagues had dozed off on the couch.

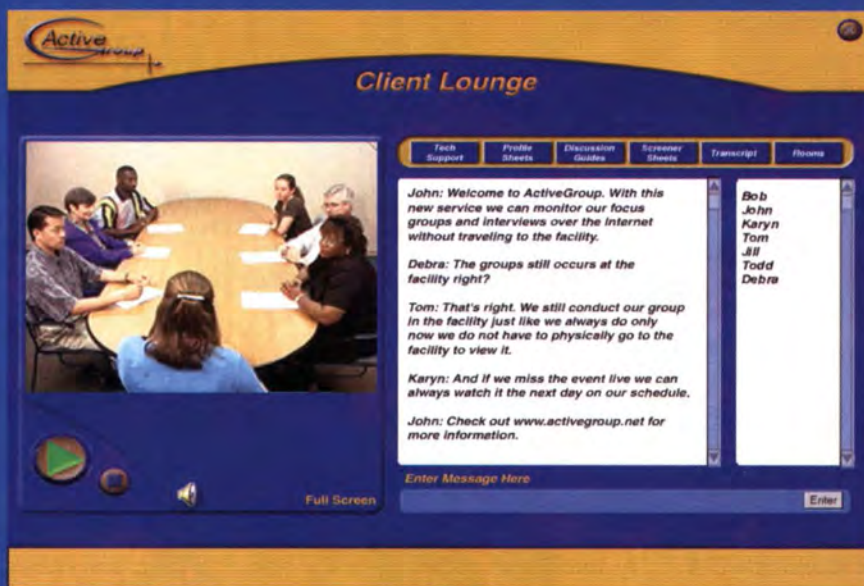
Suddenly, the door to the back room opened, and in stepped one of the young panelists, who had chosen the wrong door while on her way back to the session from the ladies room.

What she encountered stunned her — darkness, the smell of raw fish, snoring, and voices bellowing over the loudspeakers. When she found her way back to the focus group, she didn't say a word for the rest of the night.

In future issues, we'll report on more quirky, loopy, and strange happenings in the world of market research. If you'd like your story to be told — anything related to research is usable, from spilling soup on your client's new suit to cute answers respondents provide on questionnaires — please e-mail me at artshulman@aol.com. 



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# Software Review

## Voxco's Pronto

By Tim Macer

*Editor's note: Tim Macer is a U.K.-based independent specialist and adviser in the use of technology for survey research. He can be reached at [tim@macer.co.uk](mailto:tim@macer.co.uk).*

**M**ost firms faced with an upturn in survey work that forces them to double the capacity of their CATI facility would be out talking to architects, realtors, and placing ads in the vacancies column of the local newspaper. But a growing number of firms using Voxco's Pronto system have found they can take such upswings in their stride, without needing to hire anyone, let alone build the extra booths for them to use. The only changes are to install extra telephone lines and connect the Pronto dialer — a hardware device that sits between Voxco's Interviewer CATI system and the facility's telephone lines. By automating call connection in a high-

ly intelligent way, it enables interviewers to spend upwards of 55 minutes in the hour actually interviewing, instead of the more customary 25 to 35 minutes when the interviewer is in charge of the dialing.

Pronto is a predictive dialing (PD) solution that either connects directly with blocks of ISDN lines, or indirectly through a switch, if one is already in place. At the other end, it communicates with Voxco's CATI solution, though there are plans to create an open interface to allow Pronto to work with other CATI systems too.

While automated dialing systems can increase productivity by reducing the number of misdials and speeding up the connection process, PD goes that extra mile by working out in advance when it needs to get the next respondent on the line and how many actual calls are needed to reach anyone at home. If necessary, it will fire

off several calls at once, anticipating that only one of these is likely to result in a successful connection to an actual person — which is why PD systems need more phone lines than actual interviewers. Voxco recommends a ratio of between 1.6 and 2 lines for each interviewer.

A few other firms also offer predictive or power dialing solutions, but what is unique about Voxco's is the way it integrates with the CATI system's call management capabilities, and in particular, the ease by which you can modify the rules and set your own game plan to optimize sample use. Pronto can accurately discriminate between busy lines, fax machines, lines carrying a service message of some kind, and phones simply not answered. In the last year, Voxco has successfully added detection for answering machines and voicemail. What you decide to do with each outcome is up to you, and can be built into your calling rules.

### Pronto predictive dialing solution, from Voxco ([www.voxco.com](http://www.voxco.com))

#### Pros

- Easy to use (most functions are carried out using Windows-based GUI tools)
- Good integration with CATI system's call management capabilities
- Simplifies monitoring of interviewers

#### Cons

- Complex callback rules can slow system down
- Analysis capabilities limited by weak StatXP module

#### Increase in productivity

A typical Pronto user is political and consumer research specialists Cole Hargrave Snodgrass & continued on p. 61

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# MIXED METHODS

Reaching IT decision-makers  
on the Web

By Nina Rook

*Editor's note: Nina Rook is principal of Marketing Resources, a Tacoma, Wash., research firm. She can be reached at 253-759-4152 or at nina@ninarook.com.*

Is the Internet just another useful way to collect data, or is it a whole new research paradigm? How does Web-collected data compare with more established data collection methods? Do you have to be a digital wizard to work with the new medium? How effective is the Web when you are surveying IT decision-makers? A project fielded in May of last year gave me an opportunity to explore these questions, and to see what evolving Web technology provides for a researcher looking at complex B2B issues in the IT market.

### The project

My client, a developer of Internet management software, needed information to support market development efforts. This included prioritizing product features for the development team, exploring messages, and identifying promising segments. We conducted focus groups to explore issues and language, then developed the survey. It was a long survey — more than 50 questions — generating a complex dataset which could be analyzed using multiple techniques. The study was to be conducted blind. The target respondents were IT decision-makers and influentials who were involved in Internet management and security. We suspected that larger companies — defined as those having more than 500 Internet-connected PCs — might have distinct needs and were especially interested in looking at respondents from such companies.

IT professionals are notoriously hard and expensive to reach by phone, so phone calls were never considered for data collection. For some years, a reliable way to reach them has been disk-by-mail. The classic form is a mailing with good production standards, com-

prising a customized letter with a \$1 incentive, and a prepaid cardboard mailer. Often, the respondents are also offered a summary of the results of the survey. The survey is programmed taking advantage of standard computer-aided interviewing (CAI) techniques. The respondent puts the disk into his PC (most of these respondents are male) at his convenience, fills out the survey, and then mails back the diskette. The data is loaded into a database for analysis.

In my experience, studies using this method have been reliable in the best sense of the word: they have provided information that has turned out to be good. For example, two studies in consecutive years for one client produced sales trends forecasts which were more accurate than those produced by internal forecasting or by the third-party research houses in the industry.

Response rates for disk-by-mail depend on the salience of the topic, the quality of the mail list, and whether the respondent has an ongoing relationship with the identified sponsor of the research. For software customer lists, response rates of 30 percent or more have not been uncommon.

However, times and technology change. Because the study was blind and would use purchased lists, we could not be confident of the historically high response rates. Our study was on Internet management; there is something inelegant about asking an Internet expert to use a disk. Disk-based responses might under-represent the most Web-savvy individuals, who might turn out to be key in our market. Conversely, Internet surveys are an evolving medium: I did not want to rely solely on untried techniques. So we decided to field the two approaches in parallel, sending out a disk-by-mail survey, and posting an equivalent survey on the Web.

The disk side was a well-developed if laborious process: I programmed the survey using familiar PC-based tools, worked with my excellent list broker to

find a paid magazine subscription list with the right reputation in the market, which would give me the qualifying sorts that I wanted and that permitted survey use. In-house staff cleaned the list and generated letters and labels; a media house duped the disks and assembled the mailing. Because we were posting the survey on the Web, we included the survey URL in the letter, to allow our respondents a choice of response mechanism and further encourage response. The question was — what was the parallel Web-based process?

### Approaches to Web-based surveys

There are as many approaches to surveys on the Web as off the Web. Think of the differences between a hotel leave-behind satisfaction survey, a multi-page “check the box” incidence study for consumer products, and a CAI-implemented, richly textured phone survey. Each has its uses, but they are very different. Web surveys also come in many forms. They can be presented as short pop-ups on specific gateways or Web sites, as panel studies, or through e-mail solicitation. One vendor even offers to intercept traffic to specific sites, so that you could potentially survey your competitors' customers.

The most difficult problem for us was that we needed highly qualified respondents. We settled on the Web-based equivalent of the disk-by-mail method: sending e-mails to lists of (hopefully) qualified respondents, with the URL of the survey embedded in the e-mail, and the offer of an incentive (in this case, the same summary of results offered to the disk recipients, and a chance to win a \$500 shopping spree).

Fielding the survey is two sets of tasks: programming and hosting the survey, and recruiting respondents. Because I anticipated that finding good ways to recruit respondents would be time-consuming and difficult, I decided

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*Editor's note: John Chisholm is CEO of CustomerSat, Inc., a Mountain View, Calif., research firm. He can be reached at jchisholm@customersat.com.*

Scientists tell us that the human brain has thousands as many times inputs as outputs. Optic and auditory nerves and the spinal cord are among the high-bandwidth inputs; speech and motor control are among the relatively few low-bandwidth outputs. Few would dispute the effectiveness of the resulting human design.

Similarly, highly effective enterprises have many more inputs than outputs. All individuals and organizations that touch or are touched by an enterprise — customers, prospects, suppliers, employees, shareholders, partners (in our parlance, all “customers”) — have knowledge that can benefit enterprises. Some of this valuable knowledge is reflected in, or can be inferred from, customer purchas-

es and support transactions. But the vast majority of it — future inten-

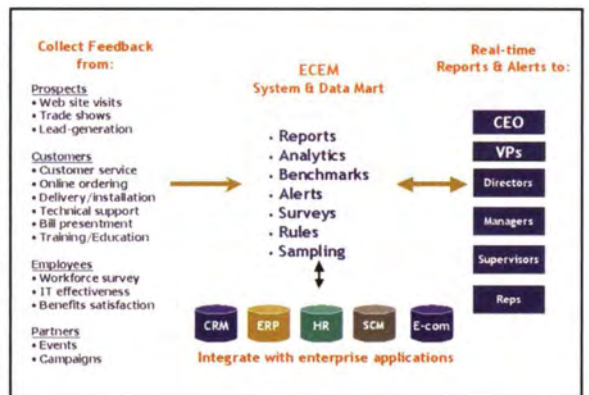


Figure 1: Enterprise customer experience management (ECEM) systems deliver feedback from all points of contact between the enterprise and customers to potentially every employee in the enterprise.

# *Tracking the experience*

**Firms employ ECEM systems to monitor all phases of interaction with customers**

By John Chisholm

tions, perceptions, competitive knowledge, willingness to recommend, satisfaction and other attitudes — cannot. Enterprises that systematically gather and channel these “inputs” to the employees who can act on them enjoy advantages in competitiveness and profitability.

#### **Enterprise sensory nervous system**

Enterprise customer experience management (ECEM) systems serve enterprises in the same way that optic, auditory, and other nerves serve the brain. ECEM systems enable enterprises to fully tap the knowledge of customers, in real-

time, so employees can act on it immediately (Figure 1). ECEM systems gather feedback from every key point of contact between enterprises and their customers — from call centers to Web sites to bill presentment to trade shows — and deliver that feedback in forms actionable by potentially any and every employee in the enterprise. Rating scores, tables, trend lines, statistics, suggestions, complaints, and praise are presented graphically and can be analyzed by product, region, sales or service rep, or any other way desired, enabling employees to pinpoint concerns, opportunities, and responsive

action (Figure 2). ECEM systems deliver feedback intelligently, without swamping employees with irrelevant data or barraging customers with unreasonable requests.

In our experience with designing and implementing online ECEM systems, we have discovered that the effectiveness and productivity of every employee, from CEO to service rep, can be enhanced by the right stream of real-time customer feedback. Regional sales directors use feedback from customers in their regions to make staffing and resource

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# A matter of trade-offs



Examining the advantages and disadvantages of online surveys

By Robert S. Owen

*Editor's note: Robert S. Owen is project manager at Sykronix, a Jeffersonville, Pa., research firm. He can be reached at [rsowen@sykronix.com](mailto:rsowen@sykronix.com).*

**N**o one method of conducting research is ideal in all situations. Each method that we might choose for questioning participants in a study has advantages and disadvantages in different situations. Situational variables include constraints on and trade-offs between cost, turnaround time, the level of accuracy that is required of the data, and the appropriateness of the method used to tease out the kind of insights that we need.

For example, personal individual

depth interviews provide very rich insights. The length of a pause in answering a question and the expression on a person's face can say more than the words that are transcribed. Interpretation, however, is very subjective, and some interviewers are better than others at eliciting such reactions — suggesting that this richness is also laden with bias. Paper-and-pencil surveys conducted by mail, on the other hand, can be designed to minimize these sorts of biases, but the structured, inflexible methods of mail surveys don't allow for the richness of insights that we can obtain from a personal interview.

What happens when we conduct online surveys? Online survey meth-

ods mimic methods that we have used in the past. An online questionnaire is similar in format to a paper-and-pencil mail survey, and an online focus group in a chat room has some similarities to a conference telephone call. The conduct of surveys online, however, presents a different set of costs, of turnaround times, and such. The focus of this article is on outlining some of these features and associated advantages and disadvantages.

Before moving on, it is important to clarify what I mean by "online survey," because the sorts of online surveys that are technologically possible right now are much different from the way that most people conceptualize online surveys. For the sake of this



article, "online survey" should be taken to mean the conduct of an html forms-based survey via a current generation, mouse-based Web browser on the Internet or on a company intranet or, much less frequently, interactively through a live chat room or a message board system. This clarification is important because the Internet is not the only form of online communication. The future won't necessarily see us communicating on something like the Internet with mouse-pointing devices that are connected to browsers.

Even now, for instance, we can watch streaming video and can communicate telephone-style through the Internet — but I don't want to confuse this with, say, watching a videotape while talking to a marketing researcher on the telephone. And there are other wild new capabilities that are enabled by Web technology, such as mimicking eye tracking via a mouse pointer — but we haven't yet arrived to any level of acceptance beyond Web technologies that mimic the sorts of tools to which we are already accustomed. The discussion in this article, then, is limited to the context of current generation, standard html forms-based surveys — radio buttons, check boxes, text boxes, and such — and the less frequent use of live chat rooms and message board systems.

#### Trade-offs in selecting a method

In choosing a particular method, one must consider trade-offs in:

- ability to answer research objectives;
- structure or flexibility to be adapted during the conduct of the survey;
- error and bias that is introduced in taking measures;
- total turnaround time;
- monetary cost.

And we consider these trade-offs in comparing basic methods such as:

- personal interviews (individual or focus group);
- telephone interviews;
- mail-based paper-and-pencil surveys;
- online forms-based surveys.

If we are conducting exploratory research and don't yet even know what

questions to ask, then an impersonal questionnaire type of survey would not have the ability to answer our research objectives. An open-ended paper-and-pencil survey might be helpful, but our best choice would be telephone or face-to-face personal interviews because these are adaptive. That is, we can gain insights from the participant during the interview and use these insights to ask probing questions — questions that we might not have known to ask before starting the interview.

On the other hand, if we know that some consumers in our competitive target market are price sensitive and others are brand sensitive, conducting one hour interviews with a sample of 30 prospective buyers will not yield information that will allow us to make predictions of market share in a market composed of a name-brand item and a lower priced generic. Prospective buyers themselves might not even be able to estimate their own price sensitivities, but could rank order a few different

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products from most to least desirable — a task that could easily be done through html forms on a Web browser. An analysis could quickly be done with an off-the-shelf conjoint analyzer, yielding estimates of market share.

### Trade-offs in online research

*Ability to answer research objectives*

• Online research via html forms has about the same capabilities as a paper-and-pencil questionnaire. It is well-suited for questionnaires that use anchored scales such as semantic differential or Likert-type scales, and it can accept open-ended, typewritten responses.

• Online research via a chat room can crudely mimic telephone interviews, either one-on-one or in a group setting. Waiting for individuals to type responses, however, makes this a painful experience for all involved. The introductory exchange, "Hello!" "Hello!" "What is your name?" "My name is Kim" would take less than three seconds face-to-face, but could take a minute online. In other words, the richness in online interactivity is of no comparison to the richness of telephone or face-to-face interviews.

*Structure/flexibility*

• Like its paper-and-pencil counterpart, a forms-based questionnaire is usually rigid and structured. Although the questions must be chosen ahead of time, an online questionnaire has two programmed capabilities that add to its flexibility:

-- Branching takes the participant to a different set of questions based on the answer that is given to a prior question. This could be a "simple skip," in which questions are skipped because they would not be relevant to the respondent, or could be "dynamic branching," in which one of many possible sets of questions is presented to the participant depending on the way that s/he responded to a question.

-- Piping integrates responses from a question into later questions. A participant could be asked to type an answer to an open-ended question, and the text of that answer could be incorporated into the wording of the next question.

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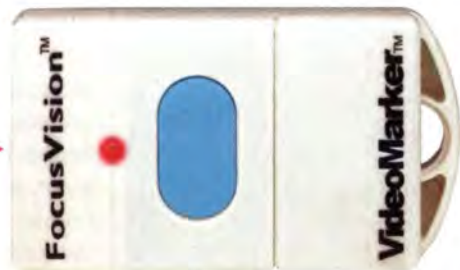
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An online questionnaire, then, can be programmed to be much more dynamic and flexible than a mail survey.

- Like telephone and face-to-face personal interviews, interactive interviews via chat rooms and message boards can be flexible. However, online methods don't have the same real-time capability and don't allow for as much to be communicated in the interactive exchange.

*Error and bias in taking measures*

- Being non-direct, pre-programmed online questionnaires will not suffer from interviewer bias, but we will often lose control over the environment in which the participant completes the survey. In some cases it is to our advantage that the participant is in her/his own home or office environment, as is usually the case with an online survey. On the other hand, we have no control over the distractions that come through these environments. For example, if a household consumer is on a survey panel in which s/he is entered into a drawing for prizes with the completion of every survey, the participant would be motivated to complete a survey once started, no matter the quality of the answers. A paper-and-pencil survey can be set aside to be completed later, but an online survey will be rushed to completion if there is another local demand.

- An advantage of online surveys is that we can often work with consumer or professional participants who are part of a panel. One reason that university researchers like using students is that repeat participants become adept at using the measurement instruments: people who have previously done, say, a conjoint sorting task now understand how to do it and can provide better (more valid and reliable) answers. Online panel participants, too, will become adept at using the measurement instruments such that we are likely to reduce measurement error with repeated participation. This doesn't mean that they are wise to what answer we want, but rather means that they know how to give us an answer.

- Interactive online methods will have many of the same interviewer

biases that would be found in telephone or personal interviews. They might have additional errors, however, due to the difficulty encountered in the interactive experience. There is only so much that a participant can say when typing at a keyboard, and a burst of ideas can be completely lost across the time that it takes to type a single sentence. Retrieving merely what is at top-of-mind awareness does not give us a complete picture.

*Total turnaround time*

- Online questionnaires can be very fast in turnaround time. For a single page questionnaire (no branching or piping), it takes little more time to prepare a survey from an html template than it does to prepare one on a word processor. It takes no more time to upload the survey to a server than it does to send a paper survey down the hall to a laser printer — but now you don't have to walk down the hall to pick it up and don't have to print more copies. If you already have a participant panel in place, you could begin data collection immediately. Online surveys save the data, of course, into a computer file — so you can skip the keypunch step. With a panel in place, you could possibly have data ready to analyze on the same day that you post a survey.

- Branching or piping questionnaires: A single-page questionnaire can be created in minutes, but one with branching or skips requires a little bit of programming on the server side to create the "if this then go here" procedures. Even still, this might only add a few hours of programming, testing, and mounting to the total turnaround time — if you aren't using a commercial application to prepare surveys (which would be faster). Piping is necessarily customized and is likely to be more complex and require more time — perhaps even weeks of customized programming.

- Using an online chat facility for a discussion, you also should be able to keep relatively fast turnaround times if you have a panel. You don't have to make travel plans to personally visit different cities, don't have make

appointments for the rental of facilities, and, if you have a panel in place, can simplify recruiting and setting up a meeting time for an individual or group of participants. Using a message board panel, you might also be able to obtain responses in a few days.

#### *Monetary cost*

• Single-page online questionnaires cost almost nothing to prepare. If you have technical skills, you can use templates and Notepad on a PC to paste together a single page survey in minutes. The only other tool that you need is an FTP client to make a directory on your server, to upload your questionnaire, and to copy the script (program) that saves the data to a file in your folder. If you don't have these skills and don't have your own server, there are a few organizations that allow you to create your own questionnaire to run on their server and generate analyses at a cost of a few hundred dollars. If you already have a panel, recruiting costs are likely to be low — people participate for the chance to win, say, a watch

or cash, or for a small donation to a worthy cause. Of course, you have no copying, postage, or travel costs.

• Questionnaire branching and piping are more labor intensive, so there is the added cost of these. Contrast this cost, however, with the days lost in travel time for individual depth interviews — during which little is accomplished by a skilled person. If you are a third-party research firm, consider that things like travel costs and facility rental result in billables that contribute absolutely nothing toward internal costs and profits. The time spent to develop a customized survey in-house creates billables that contribute directly to the organization.

• Online chat rooms and message boards have no variable costs associated with usage and cost nothing to maintain once installed, and these are available as freeware or for a few hundred dollars. Installation does, however, require some technical skills. Once installed, the only cost associated with using these methods would be for recruiting or maintaining a panel.

#### **Advantages and disadvantages**

Online research has advantages and disadvantages, as does any other method. Online questionnaire methods are similar in form to paper-and-pencil survey methods, but offer the general advantage of being lower in cost and having potentially faster turnaround time. Online chat rooms cannot provide the same rich quality as individual dept interviews, focus group interviews, or telephone interviews. However, the only cost of doing personal interviews through a chat room or message board is the cost of recruiting. Even with substantially decreased quality, online personal interviews could yield useful insights at the exploratory stages of research. [4]

### **QuickLink**

To find out more about online surveys, visit [www.quirks.com](http://www.quirks.com) and enter Article QuickLink number 605 ("Variables influencing dropout rates in Web-based surveys") or 608 ("Untangling the Web").

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# Forecasting demand vs. forecasting “demand”

**A little extra data-tracking effort may improve accuracy**

By Wade Boudreaux

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**F**or some companies, forecasting demand for products and services is about as easy as predicting the weather. Though there are many useful statistical methods allowing for better forecasting, sometimes it just doesn't seem to work out. In many cases, analysts may have a good handle on what their firm's key demand drivers are; however, they may be attempting to forecast

the wrong factor.

For example, in 1997 the company I work for hired an MBA statistics major to develop an econometric regression model. The project's goal was to attempt to identify key variables that drive the demand for our products and services (we provide contract personnel, liftboats, construction crews, and fabrication service to offshore oil and gas customers). In this case the dependent variable used was “man-hours worked.” Key variables were identified, and the model was actually pretty good. The analyst did wisely state during the executive presentation, however, that she felt the model was

missing key explanatory variables, which were probably internal company data. Since good internal data was not readily available, the model was left as it was and mostly dismissed as a useable forecasting tool by executive management.

While I do believe that there are internal variables that could help better predict “man-hours worked,” I also believe that the model would have been significantly more accurate if the correct dependent variable would have been used. In my opinion, this variable would have been “demanded man-hours,” which would have been the number of man-hours demanded by customers that

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were both filled as well as unfilled.

Sometimes we get caught in a trap, associating demand with the number of products or services actually supplied. There are, however, supply problems that may have caused realized utilization or purchases to be lower than what was actually demanded. This is the case for many industries — especially the one that I work in.

In the case of my firm's industry — contract personnel services — there are huge supply problems associated with a lack of available talent required to meet customer demand. Recently, we have faced a shortage of approximately 75 people per month to fill demanded labor positions. These 75 people per month would amount to an additional 12,000 man-hours per month if the positions could have been filled. In the regression model that was created for our company in 1997, monthly figures for the dependent variable during the recent time period would have been approximately 12,000 less than actual demand for services. And isn't demand what we are actually trying to predict?

### What to do

In order to begin making more accurate forecasts, company analysts should go through the effort of tracking actual product/service demand rather than merely associating it with purchases or utilization. This task is more significant for companies that regularly have supply shortages or are plagued in an industry that hinders delivery of products and services. Examples of these kinds of firms might be 1) home-construction companies, which might have to turn down work when interest rates fall and the new-build market for homes skyrockets, or 2) airline companies, which may have to cancel flights due to union activity.

The main point is: wouldn't it be better to keep historical information on what could have been as well as what actually happened? When companies try to forecast future demand,

based on the current condition of key industry drivers, wouldn't they want to know what demand might actually be? The alternative to this method would nearly always produce a conservative demand outlook, especially for those industries that have large supply problems. In such a scenario, a firm might not attempt to begin beefing up supply to meet desired demand levels (that are, say, predicted to rise) and once again lose opportunities for more sales due to the unavailability of needed resources. And there is nothing more frustrating for a company than seeing opportunities for sales being lost due to product/service unavailability.

### Practical use

To keep better data, simple additions to existing spreadsheets may only be necessary. Take, for example, one simple scenario that applies to my company's Marine Vessels division:

My firm owns and operates a fleet of oil platform service vessels that are rented to customers out on a daily contract rate. Price and utilization for these vessels fluctuate with the oil and gas market, which is plagued with highs and lows. The company currently has six of its 10 vessels on contract and four on the open (spot) market. My model for forecasting future demand for these four market vessels basically states that changes in demanded vessel utilization depend upon changes in the following variables: the wellhead price of natural gas; the utilization rates of shallow water drilling rigs in the Gulf of Mexico (GOM); changes in capital

offshore production and drilling; and the wellhead prices of WTI crude oil.

I believe that when these key industry drivers begin to rise, generally, so will the demand for our spot market vessels. To capture historical demand for utilization of these vessels, the following information is tracked in a spreadsheet, shown below.

In the table, "On Payroll (Hours)" indicates that the vessel was working that day. "Off Payroll (Hours)" indicates that the vessel was available for work but did not work that day because there was no work available. "Unscheduled Down Time (Hours)" indicates that the vessel was not available to work that day due to unscheduled problems or events that did not allow the vessel to operate even though there was work available. "Scheduled Down Time (Hours)" indicates that the vessel was down due to scheduled repairs or events, not necessarily lack of demand. "Standby (Reduced Day Rate)" indicates that the vessel is working at reduced day rate, usually due to a transition from one customer to another or negotiated terms of a work order. "Grace Day (Downtime on Payroll)" is used for vessels under fixed-rate contract only and does not apply in this case.

Actual monthly utilization of spot-market Vessel 3 for a particular month would be calculated by adding the sums of all hours in the categories "on payroll" and "standby" and then dividing the total by the total amount of hours in that particular month. So, if the vessel worked a total of 312 "on payroll" and "standby" hours in April, then the percent utilization

Vessel 3 Scheduled (145, GOM)	1	2	3	4	5	6	7	8
Vessel 3 Actual								
On Payroll (Hours)	17	16		18	24	24	24	24
Off Payroll (Hours)			24					
Unscheduled Down Time (Hours)								
Scheduled Down Time (Hours)								
Standby (Reduced Day Rate)								
Grace Day (Downtime on Payroll)								
Day Rate	4675	4675	0	4725	6300	6300	6300	6300

spending of oil and gas operators in the GOM; production levels in GOM

would be 43.3 percent (312÷720).

Actual monthly demand, however,



Vessel 3 Scheduled (145, GOM)	APRIL
Vessel 3 Actual	UTILIZATION TOTALS
On Payroll (Hours)	288
Off Payroll (Hours)	120
Unscheduled Down Time (Hours)	48
Scheduled Down Time (Hours)	240
Standby (Reduced Day Rate)	24
Grace Day (Downtime on Payroll)	N/A
<b>Total Demand/Total Possible Hours</b>	<b>360/480</b>
<b>Demand for April</b>	<b>75%</b>
Actual Utilization/Total Possible Hours	312/720
<b>Actual Utilization for April</b>	<b>43%</b>

for spot-market Vessel 3 for a particular month would be calculated by adding the sums of all hours in the categories on payroll, "unscheduled downtime," and "standby." The hours that are in the category "scheduled downtime" would not be included in calculating demand, nor would they be included in the total hours available for the month. For example, assume that Vessel 3 had the mix of hours for the month of April shown in the second spreadsheet.

So, in this case demand for the vessel in April was actually 75 percent, as compared to a monthly utilization

rate of 43 percent. What was demand for Vessel 3 in April? I say 75 percent.

Now, if it just so happens that Vessel 3 always seems to incur unscheduled down time in April due to seasonal or other unexplained forces, then we might compensate for this scenario in our demand data figures by some "seasonal" factor, if it holds true over a number of years. As a rule of thumb, however, actual demand figures rather than utilization/purchase figures should be used for forecasting, assuming that the firm has reason to believe that the product should be readily available

during a particular time period. Thus, analysts who take the time to track actual demand will find that using this data actually helps to solve many of the problems associated with unavailable internal data, mainly because it compensates for most of the internal factors causing discrepancies between demand and utilization. This is especially true in industries that are plagued by supply problems.

The realization of these factors has definitely changed the way I view demand forecasting for my firm's products and services. It has caused me to reword my forecast reports to begin with, "given an operational piece of equipment," or "assuming personnel availability." There may be a lot of analysts out there who seem to be missing the mark, but are actually dead-on accurate in regards to forecasting true demand. A little extra effort on the data-tracking side may alleviate this scenario, allowing for the correct strategy to be implemented given the firm's true situation. *TR*

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*Editor's note: George Silverman is president of Market Navigation, Inc., an Orangeburg, N.Y., research firm. He can be reached at grs@mnav.com.*

In a past article in the December 1996 qualitative research issue of *Quirk's*, I made the case for researching word of mouth, and wrote about how to do it. I'd like to build on that article and add some of what additional years of experience have taught us about the importance of word of mouth and methods of researching it.

Word of mouth is becoming an extremely hot topic. You are sure to be asked about this subject by clients and colleagues. Three recent books on the topic are business bestsellers

and I heartily recommend them: *Tipping Point*, by Malcolm Gladwell, *Ideavirus*, by Seth Godin, and *Anatomy of Buzz*, by Emanuel Rosen.

They all give amazing examples of the power of word of mouth, but have nothing in them about how to research word of mouth and little in them about how to systematically construct a word-of-mouth campaign. (For more on that topic, consult my book, *The Secrets of Word-of-Mouth Marketing: How to Trigger Exponential Sales Through Runaway Word of Mouth*, published by AMA-COM.)

#### **How powerful is word of mouth?**

All three books consistently underestimate the power of word of mouth.

Just how powerful is it? It is thousands of times more powerful than all of the rest of marketing combined, and I'll prove it using estimations. Let's not quarrel over the exact numbers. It is orders of magnitude that are important here: the average consumer receives several hundred commercial communications per day (studies show 200-800), but only acts on approximately one every week or two. And these actions are usually weak actions, not to buy the product but to find out more information. So the average person receives several thousand commercial communications before taking an action.

Contrast this with the fact that when a person receives a recommendation from a friend, colleague, or

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trusted advisor, that person acts on approximately one out of three. And that action is often trial of the product. That is a ratio of three to several thousand, or one to about one to 3,000.

Another way of looking at this is that one person telling a few friends can be more powerful than a 1,000-person sales force working for a day. Or, a few people telling a few more people can be as powerful as an entire advertising campaign. Every marketer knows that when those people, in turn, tell other people, a chain reaction can easily overwhelm and reverse an entire expensive marketing campaign.

### Barking up the wrong tree

All of this means that most marketing and marketing research is barking up the wrong tree most of the time. People are trying to understand the influence of advertising and sales, and trying to make them more effective, when they would do 1,000 times better putting the same efforts into understanding and influencing word of mouth. In fact, it is an illusion that advertising and salespeople are selling products. What is usually happening is that these media arouse interest, then people talk with their

friends about the products or services, and then purchase. In other words, word of mouth is the intervening variable or trigger to trial, purchase, and adoption.

The implications for marketing and market research are enormous. We would better serve our internal and external clients by inventing ways to research and influence word of mouth.

### How to research word of mouth

I've described how to research word of mouth qualitatively in the article referenced above, but let me briefly describe the methodology. The fundamental idea here is to have people actually engaging in word of mouth in front of you. And there are several ways to do this. The most effective we have found is to run focus groups in which you have invited enthusiastic users of the product to talk with interested skeptics. The users are asked to convince the skeptics and the skeptics are asked to raise all their questions, qualms, and objections. Usually, the enthusiasts will convince the skeptics. You then discuss with the skeptics what convinced them, or what moved them further toward a positive decision. In this way, you develop powerfully persua-

sive stories that can then be spread through other means.

Notice that this is in direct contradiction to conventional ways of running focus groups. Usually, users are separated from prospects to avoid "contamination and influence." Focus groups are severely criticized because one person can sway the whole group, so steps are taken to avoid this "problem." I realized about 30 years ago that this is usually not a problem at all. We want to understand influence. If the group is swayed, that is an important finding. If the group is swayed toward your client's product, you have found out how peoples' opinions can be changed. You may have found the key to persuading people to use the product. If the group is swayed against the product, you have discovered a vulnerability. Presumably, the competition is also running focus groups and discovering the same thing, to be used against your client's product.

Opinion change in focus groups is not to be avoided, it is to be encouraged to emerge, to be observed, and then studied in depth. The opportunity to understand the underlying dynamics of opinion change is one of the strengths of qualitative research. Opinion change is often measured in quantitative research, but its underlying dynamics are rarely understood by quantitative research.

### New techniques

Since describing the above technique, we came up with another very powerful strategy. One of our clients had a service that tracked the source of new customers. They didn't just ask, "How did you hear about us?" If the person said that they were referred by a friend, they would actually get the name of the friend. In that way, we could tell which people were actually spheres of influence. We invited those people (people who had actually gotten more than three of their friends to sign up!) and some of their friends to be in the same focus groups. We would typically have two to three verified persuaders, and

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about seven to 10 of their friends. We openly discussed what the influencer said that piqued the interest of the referees, what information they found most persuasive, in what sequence, and what actually triggered their trial. We explored in depth what got the referrers to try to convince their friends. We actually used that to build a customer referral system that was so powerful it actually stressed the order capacity of the service.


Believe me, these weren't the things that the advertising agency came up with. They weren't the things the salespeople were saying. What motivated people to want to convince their friends, and what actually convinced their friends was a totally different set of benefits, expressed in a different way, and in a different sequence than was obvious.

Another way to research word of mouth is to bring together an expert with people selected from the population you are trying to influence. So, you might bring together a medical expert with a group of doctors. The medical expert, in effect, teaches a seminar. However, you just don't let him or her lecture. You make it a rule that the information will only be forthcoming in response to questions from the people in the group. In that way, you force out the issues that are most important and you find out through probing what was most persuasive.

With a little imagination, you won't have any trouble figuring out your own approaches to fit almost any circumstance. I'll give you some idea stimulators: dyads, triads, mini-groups, super-groups, online groups, telephone groups (in which you split the groups, then re-merge them). The possibilities are endless once you get past the belief that different respondents have to be in separate cells.

So far, I have been writing about understanding the content and motivation of word of mouth. Clients will ask you to also measure the extent to which their products or services are receiving positive word of mouth. To be honest, I don't have a clue about

how to measure word of mouth quantitatively. I do, however, know many ways not to do it. Usually, a question is asked about how the customer heard about the product. Usually, about 50 to 75 percent of people claim that it was word of mouth that triggered their purchase. This only tells us that word of mouth is important, something we already know. It does not tell us which products are receiving what kind of word of

mouth. If anyone out there has a way to do this, contact us because we certainly know clients who would pay a great deal of money for a solution to this problem! 

 **QuickLink**

To read George Silverman's 1996 article "How and why to research word of mouth", visit [www.quirks.com](http://www.quirks.com) and enter Article QuickLink number 10.



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# The upward spiral of innovation

By Steven Struhl

A review of

- SPSS Version 11
- DeltaGraph Version 5
- AnswerTree Version 3

*Editor's Note: Steven Struhl is senior vice president, senior methodologist, at Total Research/Harris Interactive. He can be reached at smstruhl@aol.com.*

**S** PSS has continued its fast-paced schedule of releasing both new products and major updates to its growing catalog of software titles. This article will review three updates which we trust will have wide applicability to the needs of data analysts. We promise to do our best to keep you on the edges of your seats.

We will start with a new version of the base SPSS package, Version 11. We also will look at an excellent charting package, DeltaGraph Version 5, and examine a new iteration of the

SPSS classification tree (CHAID and CART) package, AnswerTree 3.

## SPSS Version 11

Although the list of new features in SPSS Version 11 would extend across several pages, it seems more like an

# SPSS

incremental upgrade than a major revision which effectively changes the program's operations or greatly expands its capabilities. The program still retains its basic structure (a base pro-

gram with added modules that do more specialized or advanced tasks). To get the full range of capabilities in SPSS, you would need — in addition to the base — the advanced and regression models modules, conjoint, trends (for time series analysis), categories (for correspondence analysis and related procedures), and perhaps the special module for missing values analysis. If you work with small samples, you might also want the SPSS "exact tests" module, which returns incredibly precise statistical test results with limited amounts of data.

SPSS retains its basic "tree and output window" structure for organizing the results of statistical procedures. Unfortunately, it still does not put any

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titles you specify directly into the tree window, where they can be seen easily, but rather refers to them as “page titles” there (see Figure 1). So the tree still does not allow really rapid navigation to a spot of interest to you in a long output file, unless you alter the text in it by typing over the default labels.

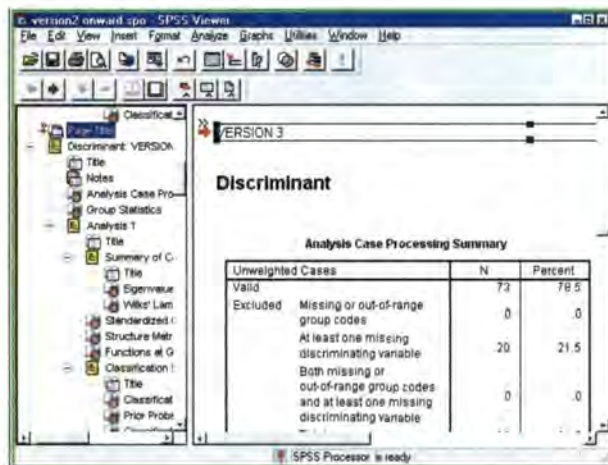


Figure 1: An example of how SPSS organizes files.

In addition, the output from SPSS still can be read only by SPSS itself or its companion Smart Viewer. However, you can paste chart-based output from SPSS directly into spreadsheet programs such as Microsoft Excel, and the small amount of text-based output it produces into a word processor such as Microsoft Word. You can retain all the formatting in SPSS tables by exporting them in HTML format (using the SPSS file menu), and then opening them in a spreadsheet. This works particularly well with Microsoft Excel, which now includes HTML as one of its native languages.

In keeping with recent versions of SPSS, tables are very nicely formatted, and certainly meet or exceed the requirements for any scientific publication. These charts may need a little simplification for use in reports for more general audiences, though — which is where the ability to export to Excel becomes very handy.

Graphs created in SPSS still cannot be manipulated as “live” objects in other programs. Unfortunately, SPSS still gives less control over many charting options than does a program such as Excel. For instance, efforts to

change the starting and stopping values on the axis of a chart produced in SPSS gave your reviewer only frustration. To get complex charts to come out very much as you would like them, you will find the SPSS companion product, DeltaGraph, to be a much better choice — as we discuss in the next section of the review.

SPSS retains its ability to accept most commands either through an extensive series of menus and dialog boxes, or by typing and running them in a special syntax command window. The syntax window is just a regular text editor, something like the notepad program that comes with Windows, and all SPSS command

files are made up of plain text. SPSS syntax files remain the one item related to the program that can be easily modified with other software.

SPSS also retains many of the eccentricities of earlier versions. Some useful commands remain unavailable from its menus, and so must be typed into the syntax window. One example of a missing menu command is the option to rotate discriminant analysis solutions. Rotation of these solutions has much the same effect as rotation of factor analysis solutions, leading to clearer, more easily explainable results. To get this done you must perform some careful surgery on the commands available from the menus, or just type everything from scratch. Similarly, the entire conjoint analysis procedure still requires use of the syntax window, with no menu equivalents.

The typical old-timer (or as your reviewer prefers to think of himself, a very experienced user) mostly won't mind the syntax window. After all, early versions of SPSS accepted only typed commands — and at one time (just after Roman gladiator days) those commands even needed to be on computer punch cards. However, newer

users most likely will find the need to go to the syntax window a little vexatious. Getting used to SPSS syntax and some areas where the program can be very picky about it — such as the use of periods — can be a challenge to those just starting with the program.

The menus themselves can be somewhat unsettling to neophytes as well. Nearly all of the program's analytical procedures are crowded into one menu, called Analyze. The grouping of the commands there is not entirely intuitive (both clustering and discriminant analysis are grouped under the entry “classify,” for instance). Some procedures are never named directly in the menus (for instance, MANOVA is run by selecting “general linear model” and then “multivariate”). In any event, your reviewer would like to give SPSS a gentle hint: the program's interface isn't quite where it needs to be yet, especially for newer users. We can only hope that in upcoming versions some enhancements like those discussed here will find their way into the program.

### Dramatic change

Perhaps the most dramatic change in SPSS is a new ability to rearrange data files. You can change data to and from the so-called univariate layout — or several records per respondent — to and from the multivariate layout — or one record per respondent. This capability can be really handy if you have data arranged in a way that makes it impossible to do certain forms of analysis. For example, doing repeat measures analysis of variance requires data in the multivariate layout, with the repeated measurements all recorded on one line per respondent.

In the more advanced analytics, perhaps the most salient improvement comes in linear mixed models. A new procedure allows you to construct models to analyze data that fall into a nested structure. One particularly nice feature of this is that you can do incomplete repeated measures, in which the number of observations varies across subjects. This can prove to be highly useful if you need to analyze, for instance, a patient record study where patients have different numbers of vis-





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its or observations.

The number of formal ANOVA models you can specify has expanded somewhat as well, which should be helpful to more advanced data analysts. To get these new capabilities you will need to get the Advanced Models option.

SPSS also has improved the performance of several of its procedures — although with a 1GHz machine most of these seemed fairly speedy already. General linear models, proximities, hierarchical cluster analysis (in the SPSS base system), and multinomial logistic regression (in regression models module) now run much faster than in earlier releases.

Improvements also have been made to the SPSS database wizard. This now allows you to recode categorical “string” (or alphabetic) variables automatically into numeric variables, and to retain the original character-based values as value labels. You now also can extract random samples from large data sources.

Some moderate inconveniences found in earlier versions have been ameliorated. The text wizard, which reads in ASCII and delimited data, now is approaching the level of the excellent one found in Excel. The SPSS wizard now allows you to read CSV-format text data that contains text qualifiers (such as, “1,000,” “2,000,” etc.), and to specify a wider variety of text separators for delimited data. In another welcome enhancement, SPSS also no longer forces you to use scientific notation for small numbers in your output. You can choose not to see this notation at all, showing just decimal values if you prefer. The insistence on scientific notation for small values in earlier versions could sometimes require reformatting of charts before they could be used.

There are many other enhancements to the product, some small and others doubtless important to various readers. A full list can be found on the SPSS Web site ([www.spss.com](http://www.spss.com)).

### Less is less

One unfortunate change in SPSS is

the elimination of manuals for all but the base product in the package you receive from SPSS, even if you buy the base with many optional modules. Documentation for these now is provided in PDF form on the installation CD-ROM. You also can install the manuals on your computer’s hard drive. However, for some users, the paper manuals are still indispensable. If you want these, you now need to order them and pay for them separately. No doubt this saves something in production costs for SPSS, but your reviewer wonders if this is much of a service to the user. The extremely useful syntax guide has long been an extra cost item, so perhaps this change for the manuals was inevitable. (By the way, I highly recommend the syntax guide, even as an extra purchase. At times, it will provide an answer for a problem that does not seem to be addressed anywhere else, and is often handier than the corresponding pop-up screens in the help system of the SPSS program.)

At the very least, SPSS could have devoted some special sections of the help system to the new procedures instituted in this release and how to use them. Your reviewer did not find full descriptions of these and how they work in one location.

### Version 11 and Windows XP

The documentation that comes with SPSS Version 11 states quite plainly that the product has not been tested with the new Microsoft operating system, Windows XP. This is quite odd since working late-stage beta releases of the XP system have been available for some months. Perhaps SPSS is just hedging its bets, since Microsoft has been known to put some last-minute surprises — apparently intentional and not — into many of its products. However, your reviewer’s preliminary trials of SPSS on a Windows XP machine reveal absolutely no problems so far. In the spirit of SPSS, though, let me be quick to add that this is no guarantee that everything will run just as smoothly on your PC. Please check the SPSS site for updates on anything that might

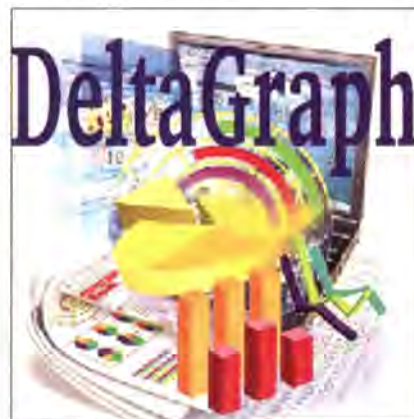
possibly not work.

### Extend and refine

Grumbles about the manuals aside, this release continues to extend and refine the basic SPSS product. As stated earlier, it does not change much about the basic functioning of the program, except for a new ability to rearrange data. It is best characterized as mainly an incremental upgrade, certainly of great interest to those who want to stay up to date, but not crucial to those who do not need any of the improvements in this release. As has been usual for SPSS releases, everything seemed to be in perfect running order in the first shipping version of the product. That is something many software makers could use as a shining example.

## DeltaGraph 5.0

DeltaGraph started life, a good number of years ago, as one of those Macintosh programs which users of IBM-compatible PCs strongly coveted.



It has long been a top-notch charting and graphing program, boasting both an extremely wide range of graph types and the ability to customize nearly everything in any graph it created.

For the new version, SPSS has entirely revamped the program. It is much quicker in general and more responsive to commands. There no longer is any hesitation as the program loads — it is so quick on a 1GHz-class machine that the usual opening “splash” screen (with the program name and a cute graphic) never appears at all — if it even exists. SPSS also has cleaned up the operations and menus of the older versions, which used to be



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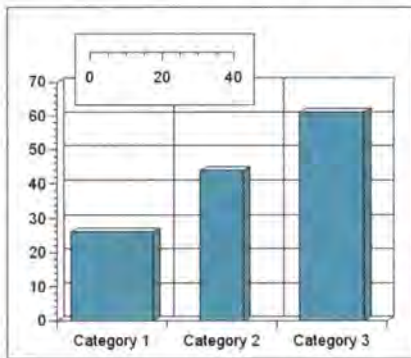


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confusing even if you used the program often. (In older versions, you needed to search up to three menu locations and right-click on the object in question to see if you could change many aspects of the chart.) Now the program is much more intuitive, although so many things can be changed on a chart that you still need to learn which ones are specified someplace on the screen and which ones can be reached with a simple right-click of the mouse. Moving from the old menu system to the new one, though, was generally painless.

DeltaGraph always made an incredible variety of charts (well over 100), and now has managed to add 11 new types to the list. It is very likely that you will find precisely what you need from its selections, or be able to customize a chart it produces so that it closely matches your needs. The variety of options it presents may even start you thinking about new ways to present your data.

For instance, one DeltaGraph chart type that is rarely seen but seems quite useful is called an  $x/y$  bar chart (and this can be expanded into an even more complex variant called the segmentation bar chart). In the  $x/y$  bar chart, both the heights of the bars and their



widths have meaning. You could, for instance, specify that the height of each bar represent that group's level of agreement with an idea, and the width represent the size of group, as in the example shown here.

Perhaps one of the program's most intriguing features is that it works from within Microsoft Office. DeltaGraph can place a button on the toolbar in a Microsoft application (such as Excel or PowerPoint). If you click on this but-

ton in the Microsoft program's toolbar, it calls up DeltaGraph's charting abilities without leaving the Microsoft application. When you work in Excel, updates to your data are reflected automatically in the DeltaGraph chart. As long as you have both programs on your PC, then, DeltaGraph charts can behave like "live" objects in Excel. (Of course, if you move the spreadsheet to another computer without DeltaGraph, the chart will become a completely static — if still pretty — picture.)

Beyond the variety of charts, DeltaGraph has many other excellent features. A real favorite of your reviewer's is that, unlike Excel and PowerPoint, it really creates charts the way you want them. So if you want a horizontal bar chart with 28 bars and you want them all labeled in 11-point type, DeltaGraph will do what you ask. (In this case, PowerPoint and Excel both will insist that they know better than you, and skip at least every other label, unless you make the chart something like 20 inches tall. You can safely try this at home and see exactly what your reviewer means.)

DeltaGraph now can import files from SPSS, the major spreadsheets and databases, and from various types of delimited ASCII (or plain) text. It can import graphics in a wide range of formats, and export its charts in still more formats. The imported graphics can be put to some fairly exotic uses, such as filling bar charts with custom pictorial symbols.

DeltaGraph retains its helpful chart gallery, which provides visual cues and descriptions that aid you in finding and choosing the chart or graph you need. If you are not sure how to set up a chart, you can display one with sample data provided by DeltaGraph and then examine the underlying spreadsheet to learn how it is done.

A particularly useful feature of DeltaGraph is that it allows you to save charts with all the custom features you specify in a "library," and further, to integrate your custom charts with its standard selections when you look in the chart gallery. In this way, you can quickly review the chart types you

have modified and see how these compare with each other and the program's preset choices.

The program also boasts a chart wizard which it claims will turn new users "into pros in seconds." I cannot really speak to this, since wizards tend to slow me down in programs with which I am already familiar. However, the wizards did seem logical and generally seemed to give good advice.

In keeping with its serious scientific side, the program also includes a sophisticated equation editor. This gives you the ability to create publication-quality equations along with your charts and graphs, should you ever need these. You can edit these equations directly on the DeltaGraph page. DeltaGraph also includes a healthy variety of statistical functions, and allows you to manipulate and transform data without leaving the program.

### Too new for its own good?

When SPSS revised this program, they made one exceptionally questionable decision: they did not make it compatible with earlier releases. This means that you cannot import chart templates from earlier versions of this program or even open charts from earlier versions. Your reviewer has to wonder just what the folks in programming were thinking when they did this. Not only could work done even in recent weeks become completely inaccessible, but also all the many hours spent building up an extensive chart library in earlier versions are rendered useless.

You can rest assured that your reviewer both made an irate phone call and sent a stern note to the people at SPSS about this. So far, their response has been a lukewarm assertion that it is a sort of shame that nothing from old versions works with the new one — but don't worry, you can keep both versions on your PC. This raises a somewhat obvious question: if the old version is good enough to keep around indefinitely, why bother with the new version anyhow?

SPSS really needs to do some serious work here, and write import routines for both charts and chart libraries

created in older versions of the program.

### As good as anything

If you are looking for an advanced charting package for the first time, DeltaGraph seems as good as anything you will find anywhere. It is flexible and allows you to do what you want with charts and graphs. Once you have a graph just the way you want it, it can go into the "library" and serve as a template for later graphs you make. The program works within Microsoft Office, so you finally can get Excel and PowerPoint to stop acting smarter than you and create the charts you want.

If you are thinking about upgrading DeltaGraph, fire off a note to SPSS and ask them when they are planning to make the product compatible with earlier versions. Then consider whether you want to go through the rather frustrating process of recreating everything you did in earlier versions of this program. The new upgrade indeed is excellent, as you likely would expect from using earlier versions, so balance this carefully against the inconvenience that will be caused by a lack of compatibility with the last iteration of this product.

## AnswerTree Version 3

SPSS bills the latest version of AnswerTree, its classification tree software package, as data mining software. Since the term data mining may not be entirely clear to many readers, and



classification tree analysis also may remain somewhat vague, let us start by trying to delineate what "mining" of this type is all about.

Data mining, aside from being viewed as part of the good, the true and the beautiful, in practical terms usually involves sifting through large heaps of data. Also, the data sets being mined typically have not been collected or structured for the purpose of

being analyzed.

The phrase data mining also often serves as a kind of code for digging through the entirety of a huge database, whether this runs to gigabytes (billions of bytes) or terabytes (trillions of bytes). Therefore, just the fact that software can tackle an entire database of any size may, in the minds of some, transform it into a data-mining tool.

The larger question is what extra value we can find in analyzing a terabyte of data rather than a "sample" as large as 40,000 to 200,000 records — which a relatively high-powered PC can handle without much strain. The working idea behind poking through all the data, regardless of how much, seems to be that if you have enough data, it is practically imperative that something of value will emerge from it.

In case you had any doubts, this belief is not true. In fact, very large data sets can cause problems of their own, leading some statisticians to suggest there may be such a thing as too much data. With large enough samples, nearly all (or all) variables can look like significant predictors — and with their significance often at astronomical levels. Finding what is truly important can become quite difficult if you have (say) 100 variables significant at a level of  $10^{-20}$  or better. This can happen quite easily with a very large data set.

Nonetheless, the idea that you will benefit by sifting through everything in a database has become popular. The new version of AnswerTree indeed will allow you to do this, as it now comes in both "client" and "server" versions, just as the main SPSS program has done since its version 10. The server version is designed to attack huge masses of data, with the PC program sending commands to the server PC which in turn does all the heavy data manipulation. This ability to reach right into a database, and get the larger computer to do the actual calculation, has obvious advantages compared

with trying to move a huge amount of information to a PC and process it there.

### What classification tree analysis does

We don't have space in this review to do a complete summary of classification tree analysis and all its remarkable powers but here are a few high points.

Basically, the method creates its tree structures by splitting the sample (or database) repeatedly. More specifically, it finds ways to split and re-split a sample to create groups with relatively high and relatively low incidences of some important variable. If, for instance, we want to find the demographic characteristics most and least associated with, for example, sticking

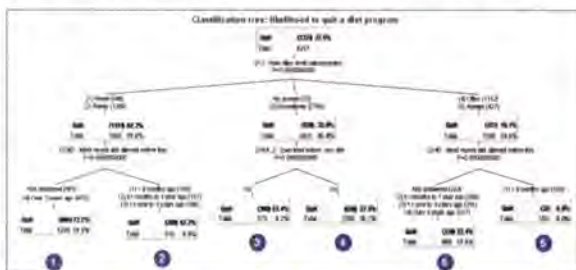


Figure 2: An example of a classification tree.

with a diet, classification trees are (in your reviewer's opinion) one of the best ways to do this. Classification trees can simultaneously handle all types of data — nominal level, ordinal level, and continuous — in one analysis. A small classification tree, labeled and arranged as your reviewer likes them, appears in Figure 2.

Classification trees also have special capabilities for handling missing data. Rather than dropping any individual with a missing response, as most multivariate procedures do by default, or substituting an average, classification trees treat "missing" as just another response. The most sophisticated classification tree programs can in fact handle missing data in several ways and allow the user to choose one. AnswerTree does not offer options in the ways it handles missing data.

Finally, these methods allow interactions in data to appear in levels of detail and complexity not possible with any other method. Suppose you create

a split in the sample and below it different predictors appear for each of the values found in the first split — just as we have in our sample tree diagram. This means that different values of the first predictor in the model (how often the person limits carbohydrates) lead to different variables emerging as the most significant predictor.

This is nothing other than an interaction between the variables in question. That is, the ways the predictors in the bottom row of the model behave depend upon the values of the predictor in the row above them. Without knowing the precise state of both the first and second predictor in each “branch” of the tree, we cannot estimate the value of the dependent variable. The complexity of this interaction most likely could not be captured by most other methods — note that low values for how often the person limits carbohydrates lead to one predictor as most significant, middling values lead to another, and high values lead to a third predictor.

The ability of this method to ferret out complex interactions led to one of its earliest names: CHAID, which stands for Chi-square automatic interaction detection. (The Chi-square is the test that the method uses to determine significance.)

### Other extensions of classification trees

Like everything else in the world of data analysis, classification trees have added complexity upon complexity, and so have grown nearly impossible to explain in detail to any but the fully initiated. However, we need at least to make a start on some of the alternatives available, since AnswerTree offers them. The CHAID algorithm — the first method to develop classification trees that actually works — has since been joined by several others. Two of these (and a more advanced variant of CHAID) are offered by the AnswerTree program.

The advanced variant of CHAID is called the “exhaustive” method, and is a substantial advance over earlier analytical procedures for creating classification trees. Basically, ordinary

CHAID sometimes would stop before it found the most powerful way to split a sample. That is, it would stop testing ways to split the sample as soon as it found a way to make all the groups statistically different. Exhaustive CHAID goes on and continues to test all possible ways of splitting the sample. It usually finds more possible predictors and stronger levels of statistical significance than the garden-variety method, and so is preferable.

AnswerTree, of course, offers users the choice of the preferable (exhaustive) and the non-preferable (ordinary) methods, just in case you would really like to use something inferior. (This is doubtless the same spirit that impels SPSS to offer over 20 methods for comparing groups in ANOVA, including several that have been thoroughly discredited. In any event, if you really want to do something wrong, the helpful statistics program is there to aid you in doing it.)

AnswerTree also offers the ability to perform analyses using a different strategy. Classification tree analyses of this type are called CART. In many cases, the method is called C&RT, since one software maker managed to get an @ symbol on the acronym “CART” itself. CART or C&RT stands for “classification and regression trees.” This nomenclature seems a little like allowing one manufacturer to put an @ on a term like “dog food” so that everybody else in the business needs to call their product something like “dog f\_d.” However, ours is not to question the wisdom of regulatory agencies.

The acronym CART (or C&RT) really is proper usage for any classification tree analysis where the dependent variable is continuous. You cannot use Chi-squares to test significance unless the dependent variable is nominal or ordinal. (And it would seem that without the Chi-square involved, the first part of the acronym CHAID no longer applies.) However, CART or C&RT now means something else entirely. It is applied to a method that can split a sample only into two groups at any point in the tree diagram — or more formally, a method that always

bifurcates the sample.

The advantage of CART/C&RT is that it can not only build a tree by going forward and looking for significant predictors, but it also can tear the tree back down again. Tearing the tree back down can lead to very economical models (with just a few important predictors). This can happen because a variable that looks significant at some point in a classification tree may not add to the overall predictive power of the model. That is, the incremental gain from adding another predictor — even one that looks significant — can become insignificant after some point in the analysis.

CART/C&RT also can do some fancy types of model validation not available with CHAID. With CHAID, model validation is done as it is in most other methods, by having a big sample and subdividing it into two portions, or partitions. One of these partitions, often called the “main” or “learning” sample, is used to develop the model. The model then gets tried on the other partition, often called the test or hold-out sample. How well the model works in both partitions is then compared.

In most cases, the model will perform somewhat worse in the test partition because the model tends to fit the peculiarities of the main or learning partition. Therefore, how the model works in the test partition is said to give an estimate of how well it would function if applied to an entirely new data set. This really isn’t true, but it does tend to tone down overly optimistic estimates of how the model will perform if used again in the outside world.

CART/C&RT can do something called cross-fold validation, which repeatedly takes random subsets of the sample and sees how the model performs in those. (Usually 90 percent of the sample is drawn 10 different times, and results in each of these 10 subsets are compared with results in the entire sample.) This turns out to have about the same effect as using a main and a hold-out sample, in that the model seems to perform somewhat worse than in the total sample when results are averaged across the randomly

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drawn subsets. So this method also can tone down overly optimistic estimates of how well a model will perform with other data.

Finally, AnswerTree provides yet another analytical algorithm, called QUEST. This method is something like CART (or C&RT), but has a speedier algorithm. Whether it produces results that are as good is another matter, and still open to some debate, since QUEST is a relatively new method (c. 1997). With AnswerTree, it is there if you want it.

### Analytically capable, not flexible in output

As the section above suggests, AnswerTree is analytically versatile. Also, as a reminder, it offers the option, with its server version, of tearing into a huge database in its entirety.

AnswerTree seems very capable analytically, but not flexible in its output. It offers the user a lot of information, but does not allow much customization in presentation. This may be more of a problem to your reviewer, who wants all his results to look just so, than to many users. AnswerTree has advanced substantially over its last version, in that its tree diagrams now paste nicely into programs like PowerPoint, where you can

bitmaps, which are just collections of dots, and so not readily edited.)

As Figure 3 shows, the basic interface in AnswerTree is rich in information. This shows the first split in a classification tree (CHAID) analysis. In the main (largest) window, you see detailed information about the significance of the split, and how the distribution of responses shifts in each of the groups formed.

Somewhat less clear is the indication of just exactly how the groups are defined. For instance, you have to know something about the data to figure out just what a response of “<=Yes” means. For instance, you would not know if this category includes “No” or not unless you knew the number codes involved. Unfortunately, the level of detail you see in the diagram is all you can get. You cannot get the specific categories included in “<=Yes” to be shown. This is a really salient shortcoming in the display of results. In fact, the way that the specifics appear in each box (or “node”) in the tree also is set. You have a choice of a display like this, or this display with a small chart added below the distribution of responses. Asking for a more compact display, or one that omits some of the information shown, just isn’t possible.

see that only one category of response (the percentage who quit) appears in each box. If AnswerTree produced that diagram, it would print out both the percentage who quit and the essentially redundant information about the percent who did not quit. (Percentage who did not quit equals 100 percent minus the percentage who did quit.) With an AnswerTree diagram, you would need to trim out the information you did not want from each node in the tree.

Looking at the smaller windows in Figure 3, you also can see that a chart of the node highlighted in the larger window (it has a dashed line around it) is produced automatically (see the lower left corner). Above that, an overall diagram of the tree appears. There is some very strange numbering appearing in that diagram. At the top there is a box or node numbered “0” and then two nodes below it numbered “14” and “15” respectively. You might think, as your reviewer does, that the numbers 1 and 2 naturally should follow from 0, but this is not necessarily the case in AnswerTree. The reason for the high numbers on these nodes is that I tried several other possible predictors in that location before settling on the one you see there as most useful for presentation. Unfortunately, AnswerTree insisted on giving new numbers to all the nodes tried and discarded, which seems like (to put it mildly) a non-optimal approach. A program that can do all the intensive calculations required in thousands or millions of comparisons ought to be able to start counting with the number 1.

At the bottom of the diagram, you see some tabs that point to further information about the tree. The gains analysis can be a very helpful supplement to the tree diagram itself. The gains chart shows a great deal of detail about the groups at the end of the tree (the so-called “terminal nodes”), but not about the sequence of events that led to the groups’ formation. The gains chart gives another way to organize and augment the information in the tree diagram. As trees get larger, there usually is not a straightforward progression from (say) very high incidence of the group being studied to

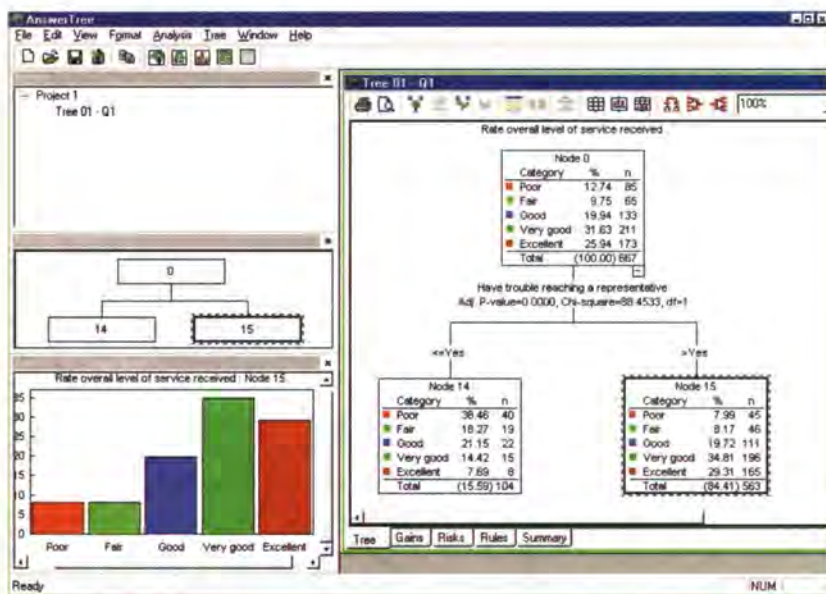


Figure 3: The interface of AnswerTree.

edit them. (In earlier versions, the tree diagrams could be pasted only as

If you look back at the first tree diagram sample in this section, you will





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very low incidence of that group, as you move across the groups at the bottom of the tree diagram. The gains chart shows these groups in order of incidence, either from low to high or from high to low, and gives many other statistics about each group.

Ideally, a gains chart should give the

Gain Summary												
Target variable: Rate overall level of service received						Target category: Excellent						
Node-by-Node						Cumulative Statistics						
Nodes	Node: n	Node: %	Gain: n	Gain: (%)	Resp: %	Index: (%)	Node: n	Node: %	Gain: n	Gain: (%)	Resp: %	Index: (%)
15	563	84.4	165	95.4	29.3	113.0	563	84.4	165	95.4	29.3	113.0
14	104	15.6	8	4.6	7.7	29.7	667	100.0	173	100.0	25.8	100.0

*In versions prior to AnswerTree 3.0 the Gains column was known as Responses and vice versa.*

Figure 4: A sample gains chart from AnswerTree.

defining characteristics of the group along with all the numbers associated with that group. As the small sample gains chart from AnswerTree in Figure 4 shows, the program does not do this. Rather, it just shows the number that the program has given the group, and then all incidence figures for the group. To determine who actually is in each group, you would need to append the group descriptions to the AnswerTree gains chart yourself. This is a tedious process to do by hand, and something that a computer program can automate easily. However, this has not yet happened with AnswerTree.

AnswerTree also produces classification rules, which are a simple set of if-then statements that describe the various groups formed. There may still be a slight bug in the program in displaying the rules. I could highlight several of the nodes on the tree diagram and get the program to show the rules for them at the same time. However, if I tried to highlight all the ending nodes, and so get rules corresponding to all the groups formed at the end of the tree diagram, the program just returned a one-line statement. This seems to be something that SPSS needs to investigate.

However, such rules as are generated can appear in ordinary English, in SPSS syntax, and in a format that can be used with an SQL database. Once the problem with the rules gets cleared up, the program should be very handy to use with SPSS itself or with database programs for “scoring” people — or identifying in which group found in

the tree diagram they most likely would belong.

AnswerTree also does not allow the user to do anything with the data — other than identify whether each variable is categorical, ordinal, or continuous, inside the program. For instance, you cannot “map” data — doing oper-

ations such as collapsing the categories of a variable if this proves to be valuable during an analysis, or changing descriptive labels to something that proves to be more intelligible. Rather, you must exit AnswerTree, do the needed transformations in SPSS, and restart the program.

Unfortunately, AnswerTree apparently does not allow you to “inherit” an analysis — that is, to use the settings from another project and apply them to the one at hand. So it appears that once you exit AnswerTree, even if this is just to do a simple re-labeling of variables, you must set all the required parameters for the project again.

To conclude this section with something positive (always good manners according to some more influential family members), AnswerTree has become substantially faster than the last version. In the last release, you would set up the project, tell the program to start analyzing, and then go out and make a cup of coffee, hoping it would be done before you returned. This version still hesitates for a short time at the same point in the analysis, but seems many, many times faster there and overall. The improvement in speed is most welcome.

### Costs

If you have been following these reviews and have an incredibly retentive memory — or if you have looked at enough software yourself — you will already suspect that the server version of AnswerTree is in the enterprise class of software. In ordinary English,

this means the program can handle larger problems than mere PC software, and that it costs far, far more. Expect enterprise class software to cost somewhere between 10 and 100 times the price of its PC counterpart. The server version of AnswerTree is no exception.

Commercial classification tree software, as a class, tends to be quite expensive, so the AnswerTree server version is a major investment. AnswerTree, at about \$2,000 for the client or PC version, costs less than at least two main competitors, CART from Salford Software and KnowledgeSeeker from Angoss, Inc. The leading “bargain” in classification tree software appears to be the routine included in Systat program. All of Systat, which does a remarkably wide range of statistical routines, can be had for under \$1,500. It includes a full program that does CART analysis (or, thanks to Salford putting an ® on the term CART, C&RT analysis).

AnswerTree is available as a product from a group at SPSS called SPSS BI, which presumably refers to the fact that they help produce business information rather than to any lifestyle preferences.

### Range of capabilities, inflexibility of output

AnswerTree has as wide a range of capabilities as any other classification tree analysis program, doing two forms of CHAID analysis, along with CART (or C&RT) and QUEST. We can have little doubt that it is an analytically capable program, especially given its provenance from SPSS. Its server version gives the user the ability to reach directly into a huge database housed on a large computer and get the large computer to do the analytical heavy lifting. AnswerTree is most seriously compromised by the inflexibility of its output — which, while generally attractive, may not meet users’ needs in a variety of situations. It also is limited by an inability to do even the most simple touch-up or transformation operations in the program, and by its inability to inherit settings from another analysis that you already have done.

Also, as mentioned earlier, the gains charts have a serious shortcoming in not providing listings of the sets of variables that describe the groups emerging from the analysis.

Users who are not terribly choosy about how their output looks most likely will find a great deal to like in AnswerTree. Also, users of the last version of this program are likely to find this iteration an improvement. Those who are more exacting about their output, though, may find the program very frustrating. The basic analytical tools you need for this form of analysis are all there, but getting the displays to convey the desired information may require an undue amount of work.

### A three-paragraph summary


Of the three SPSS products, DeltaGraph 5 appears to have changed the most from its last version. It is faster, sleeker, and better organized. If you are considering a charting and graphing package, and especially if you want nearly complete control over how those charts and graphs look, it is

doubtful you could do better than this package. For those who already have owned the product, let's hope that SPSS responds to your reviewer's temperate entreaties, gets off the stick, and makes the needed import functions for charts and chart templates from earlier versions.

The upgrades to AnswerTree also have been major. The program boasts a wide range of analytical methods, and seems to have become more speedy and efficient since the last release. However, its lack of flexibility in output may prove to be frustrating to those users who — like your reviewer — want their findings to convey very specific types of information. However, compared with the major commercial alternatives, AnswerTree does appear to offer more analytical power at a less extreme cost. It certainly appears competent in all that it does, and like all classification tree programs, provides analytical power you cannot find in other methods.

The base SPSS product, again, seems more like an incremental

upgrade than anything else. Many users will find its new ability to rearrange data files quite helpful, and it is filled with many enhancements and performance improvements. Those of you who want to keep up with the latest developments definitely will want this release.

To close with what may be the most controversial assertion in this entire review, SPSS appears to remain the statistical analysis program that best combines depth of features and ease of use. Those of you who are not worn down to indifference by now, and who have contrasting points of view, are welcome to send rejoinders — very politely worded of course — to the reviewer at the e-mail address listed. 

## QuickLink

To read Steven Struhl's past reviews of SPSS software, visit [www.quirks.com](http://www.quirks.com) and enter Article QuickLink number 468 or 565.

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## Research Industry News

continued from p. 15

**Research Organizations (CASRO).** Also elected as officers at the annual CASRO conference in October were: Paul Talmey (Talmey-Drake Research & Strategy) as chair-elect; Dale Lersch (PERT Survey Research) as treasurer; Michael Errecart (ORC Macro) as secretary. Nick Tortorello will serve as immediate past-chair, and Diane Bowers as CASRO president. Dennis Gonier (DMS/America Online) and Mark Shugoll (Shugoll Research) were reelected to the CASRO board along with newly elected directors: Roger Bacik (Elrick & Lavidge), Simon Chadwick (NOP World), Kevin Mabley (Cyber Dialogue, Inc.), and David Richardson (Wirthlin Worldwide). All directors were elected for three-year terms beginning in 2002.

Harry O'Neill (RoperASW) and Michael Sandler (Research 100) were selected to be CASRO's first inductees into the newly formed CASRO Hall of Honors at the annual conference banquet. The distinction recognizes the honorees' years in the survey research industry as well as activities on behalf of CASRO. Both received the Gold Star Award for Perfect Attendance at all 26 CASRO annual conferences since CASRO's inception in 1975. O'Neill also received a Lifetime Achievement Award for his contributions to CASRO and the entire research industry.

The **Qualitative Research Consultants Association**, Rochester, N.Y., has formed a new chapter, the Western New York (WNY) State Chapter. Co-chairs of the WNY

chapter are Lana Limpert, owner of TechniClarity, a qualitative research firm, and Betsy Friedman, an independent qualitative researcher. Michelle Soto, project manager at Harris Interactive, serves as secretary; Claire Heffernan, president of Claire Heffernan Associates, is treasurer. For more information contact Lana Limpert at 716-473-5506 or at [llimpert@aol.com](mailto:llimpert@aol.com) or visit [www.qrca.org](http://www.qrca.org).

### Awards

London research firm **Taylor Nelson Sofres (TNS)** has received U.K.-based *Marketing* magazine's Agency 2001 award for Market Research Agency of the Year. The Agency 2001 awards recognized excellence within marketing disciplines of media, design, telemarketing, PR, and market research. Entries were assessed according to a range of criteria including creativity, effective and efficient client service, and innovative product development.

### New accounts/projects

Encino, Calif., research firm **E-Poll** has signed on Buena Vista Television, MGM Worldwide Television, the Scripps Networks, and Studios USA for the launch of The EDGE, a subscription-based environment that allows access to E-Poll's database of custom and syndicated research with report generating tools. These clients join the original development partners announced last June: Twentieth Television Distribution, A&E Television Networks, Carsey-Werner Mandabach Studios, and Warner Bros. Domestic Television Distribution.

### New companies/new locations

London-based Web site usability testing firm **Netusability** has opened a U.S. division in San Francisco.

David Bottomley's **Asia Marketing Research Directions (AMRD)** is now based in Central

Hong Kong, having joined forces with ABS Research, headed by Stephen Cheung and Joe Wong. Cheung will serve as AMRD's operations manager; Wong will be the firm's project manager. The new Hong Kong address is 20 B, Eton Building, 288 Des Voeux Road Central, Hong Kong. Phone 852-2388-3296.

St. Louis-based **Maritz Inc.** has formed a new division called ONE, which will offer brand management and consulting services, including research and assessment, facilitation, measurement and feedback, and project management.

**Sunbelt Research Associates Inc.**, Jupiter, Fla., has changed its name to SRA Research Group Inc.

Paris-based market research company, **MV2 Group**, has opened an office in New York: EFG Inc. The firm is located at 45 West 21st Street, New York, N.Y., 10010. Phone 866-334-6927. Fax 866-334-4692. Web [www.efgresearch.com](http://www.efgresearch.com).

### Company earnings reports

Rochester, N.Y.-based **Harris Interactive** announced projections for its second quarter of fiscal year 2002, which ended on December 31. The company expected to report Q2 revenues of between \$24-\$26 million, and a net loss before one-time charges, of between (\$0.08-\$0.10) per share, a decline from the (\$0.17) per share loss reported in the comparable period last year. For the quarter, the company expected to see an approximate \$1.3 million cash loss as compared to a \$4.2 million cash loss for the same quarter a year ago. These figures include the Harris Interactive subsidiaries MRSL in the U.K. and Harris Interactive Japan, as well as two months of revenues from Total Research, which merged with Harris Interactive on November 1, 2001.

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## Product & Service Update

continued from p. 12

Other new features in Clementine 6.5 include: a new sequence algorithm; enhanced Web mining CAT; operation reordering — Clementine now automatically reorders operations to push more of Clementine's execution into the database; and expression builder, a mouse-driven tool designed to reduce errors by freeing users from typing complex or lengthy expressions. For more information visit [www.spss.com/clementine](http://www.spss.com/clementine) or call 800-543-2185.

## Scott-Levin debuts online research services for drug companies

Scott-Levin Linx, a new series of online market research services designed to answer business questions for the pharmaceutical industry, is now available from Scott-Levin, a Newtown, Pa., health care market research and consulting firm. Scott-Levin Linx offers: rapid response research, which provides quick design, collection and analysis for time-sensitive projects, from surveys on awareness/trial/usage to product profile and development to name testing; promotional concept/detail aid testing, which delivers customer reactions to promotional themes, advertising copy and positioning strategies; detail follow-up and recall, which measures physician recall and reaction to detailing activities (personal details or e-details); and launch capture analysis, which measures and analyzes brand awareness, usage and uptake during product launches. For more information contact Gina Barbetta at [gina.barbetta@scottlevin.com](mailto:gina.barbetta@scottlevin.com) or visit [www.scottlevin.com](http://www.scottlevin.com).

## MMI study incorporates proprietary susceptibility data

Market Measures Interactive (MMI), Livingston, N.J., will now incorporate Herndon, Va.-based Focus Technologies' proprietary susceptibility data into its annual Antibiotic Resistance Study, as a result of a new strategic

alliance between the two companies. The alliance lets MMI integrate a 12-month, national data feed from Focus's The Surveillance Network (TSN) — a proprietary antibiotic resistance database — into its report. The MMI study will feature top-line information from TSN, including the rate of key organisms, as well as their resistance to the drugs most frequently included on hospital panels. For more information visit [www.mmi-research.com](http://www.mmi-research.com).

## Briefly...

Schlesinger Associates has opened a new four-room focus group facility on North Michigan Avenue in Chicago. The facility also offers quantitative services, online focus groups, and national recruiting. Dan Andrews is facility director. For more information visit [www.schlesingerassociates.com](http://www.schlesingerassociates.com) or call 866-549-3500.

Stamford, Conn., research firm InsightExpress has formed a strategic partnership with Saskatoon, Saskatchewan-based Itracks, a provider

of qualitative market research tools, which enables Itracks customers to create their own Web-based surveys; field their surveys to 200 target audiences; and analyze the results in real time. The new service is available at [www.insightexpress.itracks.com](http://www.insightexpress.itracks.com).

Precision Research, Inc., Chicago, has launched a new Product Retrieval Department, which will help clients find products for a study, find a competitor's brand, and handle consumer complaints. The department will be managed by Carol Andrews. The service includes locating, purchasing, and shipping the product to the client's desired location. For more information visit [www.precres.com](http://www.precres.com).

London-based Web usability testing firm Netusability has launched its Customer Experience Platform, a selection of Web site monitoring, usability testing, and online analytics software and services for businesses with an online channel. For more information visit [www.netusability.com](http://www.netusability.com).

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# Survey Monitor

continued from p. 8

ous — our weight,” says Balzer.

Yet despite their resolve to lose weight, Americans aren't likely to begin this year on a diet. Eating Patterns in America respondents' monthly diet habits during the past decade show January to be the least likely month to be on a diet. March is the month when people start to get serious about changing their eating patterns.

Balzer speculates: “Perhaps the drop

Percent of Adults on All Types of Diets from 1989 Through 1999	
January	25%
February	29%
March	30%
April	29%
May	29%
June	28%
July	28%
August	28%
September	27%
October	26%
November	28%
December	26%

Sample: Approximately 3,500 people surveyed monthly during the past 10 years  
Source: The NPD Group, Inc.

in dieting in January is because Americans like to start the year thinking that they will get in shape and begin exercising more. By March, they find it's easier to lose weight by cutting back on their food intake.”

The NPD Group's 16th Annual Report on Eating Patterns in America is based on the results of over 30 research studies conducted by NPD, including the daily food and beverage consumption of 5,000 Americans. The studies used for this analysis included proprietary daily food diaries, retail sales, kitchen audits, restaurant sales, food safety concerns, appliance and cookware sales, nutritional concerns,

and others. For more information contact Harry Balzer at 847-692-1704 or [harry\\_balzer@npd.com](mailto:harry_balzer@npd.com) or visit [www.npd.com](http://www.npd.com).

## Detroit leads in car-shopper savvy

If you were an auto dealer, where would you like to sell cars and trucks? Stay away from Detroit and make your way to Portland, Oregon.

In a study of car-shopper savvy in 15 cities as well as a national sample, it is not surprising that Detroit new-vehicle shoppers prove to get the best discounts, haggle the most, have high vehicle knowledge and use the Internet to find the best deals and make product comparisons.

At the other end of the spectrum, Portland new-car shoppers receive the smallest discounts, are second-worst (behind Seattle) in terms of haggling and vehicle knowledge and barely above national average in terms of Internet usage.

“Being an Oregon-based company, I would have preferred to see Portland do better,” says Art Spinella, vice president and general manager of CNW Marketing Research in Bandon, Ore. “But Portland residents are known for being self-absorbed and more than a little arrogant — the perfect attributes for high dealer profits.”

Car Smarts Index	
Detroit	21.7
Los Angeles	21.3
Princeton, N.J.	18.9
Chicago	18.7
Boise, Idaho	18.6
Atlanta	18.4
Phoenix	18.3
Dallas	17.8
San Francisco	17.1
Kansas City, Mo.	16.6
New Orleans	16.5
Miami	16.2
Seattle	15.3
Washington, D.C.	15
Portland, Ore.	13.1
U.S. overall	16.9

The Car Smarts Index is constituted from an analysis of new-vehicle prices in each city, actual transaction prices, typical discounts, the amount of haggling shoppers perform, depth of vehicle knowledge and use of the Internet

for collecting vehicle information. For more information visit [www.nvo.com/cnwmr](http://www.nvo.com/cnwmr).

## G'day indeed: Australians among most optimistic people

Australians, along with New Zealanders and Canadians, are among the most optimistic people on the planet with regard to the year 2002. However, for the second consecutive year, respondents from Kosovo were the most likely of 62 countries surveyed to think the year 2002 will be better than last year, according to the 2001 Gallup International Survey. Eighty-three percent of Kosovars surveyed said they think 2002 will be better than the previous year, with 65 percent of New Zealanders, 54 percent of Canadians, and 54 percent of Latvians also saying they expect 2002 to be better. Australians (53 percent said they expect 2002 to be better) ranked fifth overall on the measure along with Denmark (53 percent), with former Cold War rivals the United States (52 percent) and Russia (52 percent) seventh. Other nations among the 10 most optimistic about 2002 included Norway (51 percent) and Sweden (49 percent).

Respondents from Japan (11 percent expect a better year in 2002) and Turkey (13 percent) were the least likely to predict 2002 would be better, with respondents from Zimbabwe (14 percent), Bolivia (14 percent), Poland (14 percent), the Netherlands (15 percent) and Austria (16 percent) also among the least likely to be optimistic about 2002. Respondents from Turkey (68 percent) and Zimbabwe (68 percent) were the most likely to expect 2002 would be worse than last year. Respondents from Bolivia (56 percent), Poland (51 percent), Hong Kong (50 percent), and Mexico (48 percent) were also among the most likely to predict 2002 would be worse.

Asked specifically about economic prosperity in the coming year, citizens of most countries were more pessimistic about the coming 12 months

than they were a year ago. Seventeen of the countries surveyed showed an increase in their expectations for economic prosperity, with 37 countries showing a decrease in expectations for prosperity, and eight countries that were steady or did not ask this question last year. Importantly, 35 percent of respondents from the United States (up 20 percent) predicted that 2002 would be a year of economic prosperity, while 23 percent (up 7 percent) predicted a year of economic difficulty.

On the other hand, Japan ("prosperity" — 4 percent; "difficulty" — 54 percent) and Germany ("prosperity" — 11 percent; "difficulty" — 56 percent), numbered among the nations where more respondents expect economic difficulty than economic prosperity. Kosovo (64 percent expect economic prosperity) was the only country surveyed in 2001 that showed a majority of citizens expect 2002 to be a year of economic prosperity. Respondents from Poland (3 percent) and Japan were the least likely to expect economic prosperity followed by the Netherlands (5 percent), Lithuania (6 percent) and Finland (6 percent). Australia (14 percent, up 3 percent from a year ago) ranked an equal 38th on this issue, along with Bulgaria and the Czech Republic. New Zealand (26 percent, down 10 percent) ranked 13th. Respondents from Zimbabwe (65 percent expect economic difficulty in 2002) and Poland (59 percent), on the other hand, were the most likely to say they expect economic difficulty in 2002.

When respondents from the world's flash points were asked if they expect 2002 to be a peaceful year, free of international discord, a troubled year, or one that is about the same as last year, 48 percent of Americans, 43 percent of Israelis, 51 percent of Indians, and 40 percent of Pakistanis predicted a troubled year in 2002. Austrians were the most pessimistic of all the countries, with 64 percent expecting 2002 to be a troubled year, followed by Germany, Spain (both 61 percent) and Mexico (58 percent). In Australia, 53 percent (up 14 percent since 2000) believe 2002 will be a troubled year while 10 percent (up 2 percent) expect a more peaceful year than 2001.

Half of all respondents in the United Kingdom and 54 percent of New Zealanders predict 2002 will be a year filled with much international discord. Once again, Kosovars are the most optimistic about 2002, with 40 percent of respondents expecting it to be a peaceful year. For more information visit [www.roymorgan.com/polls/2002/3488/](http://www.roymorgan.com/polls/2002/3488/).

## Retailers struggled to respond to customers' e-mails during holiday season

New York-based research firm Jupiter Media Metrix reports that brick-and-mortar and online-only retailers struggled to respond to customer service e-mails quickly during the 2001 holiday season. According to data from a December 2001 Jupiter Customer Service WebTrack, just 30 percent of all retailers tracked resolved basic customer service requests online within six hours. While this is a slight

improvement over the previous quarter's 27 percent, Jupiter analysts advise retailers to concentrate on retaining customers acquired during the holiday season by reaching out to those that bore the brunt of slow response.

"Santa might be relaxing now, but retailers can't," says David Daniels, Jupiter senior analyst. "The implications of unsatisfying online service remain particularly harsh. These are peak return and customer service weeks for retailers to focus on retaining holiday shopping customers. Retailers must scrutinize online customer service response times, contact center service levels and staffing resources."

Jupiter's WebTrack data indicate that while a greater percentage of online-only retailers (33 percent) responded to customer service e-mails within six hours than brick-and-mortar retailers (28 percent) did, online-only retailers were less responsive overall. According to the WebTrack, 40 percent of online-only retailers took more than three days to respond or did not

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respond to e-mails at all, compared with 28 percent of brick-and-mortar retailers in the same category.

A majority of consumers (57 percent) polled in a November 2001 Jupiter Consumer Survey said that the speed of a retailer's response to customer service e-mail inquiries would affect their decision to make future purchases from the particular Web site. Jupiter analysts have found that the impact of poor customer service online cascades across channels. According to the survey, 53 percent of consumers said they would be less likely to buy again from a retailer's offline store if they had an unsatisfying experience with the online store. Only a mere 3 percent of consumers surveyed indicated that online service would not affect their future purchases or that they would continue to buy from the merchant regardless of price.

"It's time for retailers to focus on the basics and invest in critical e-mail customer service automation systems. A recent Jupiter Executive

Survey found that only 43 percent of Web sites have an e-mail automation system. This in part explains this season's lackluster online customer service performance," Daniels says.

Instead of issuing deep dollar discounts to appease disgruntled customers, retailers must explain to customers the changes they are implementing to improve the quality of service. Jupiter analysts advise retailers to invite customers to contribute to this process by using Web-based surveys to collect customer feedback and capture individual preferences. Furthermore, retailers should use customer interaction records and historical response time data as an attribute to earmark the profiles of customers that had a sub-par shopping experience. According to Jupiter analysts, this data can be used to fuel personalized marketing campaigns at a later date just for this audience.

Methodology: In December 2001, Jupiter measured the Web sites of 250 leading companies in the automobile,

business-to-business, consumer packaged goods, finance, health, music, retail, and travel industries. The sites were selected based on a mix of Jupiter's judgment of the most important and representative Web sites in each space, and the Media Metrix 100 most popular sites for October 2001. The observation data were logged in a large, longitudinal WebTrack database that Jupiter began building in 1996.

For the November 2001 Jupiter Consumer Survey, Jupiter designed and fielded a survey to online consumers selected randomly from NPD consumer panels. A total of 2,110 individuals responded to the survey. Respondents received an e-mail invitation to participate in the survey with an attached URL linked to the Web-based survey form. The samples were balanced by a series of demographic and behavioral characteristics to ensure that they were representative of the online population. Demographic weighting variables included age, gender, household income, household education, household type, region, and market size. Additionally, Jupiter weighted the data by AOL usage, online tenure, and connection speed (broadband versus dial-up), three key determinants of online behavior. In this survey effort, Jupiter worked with NPD on the technical tasks of survey fielding, sample building, balancing, and data processing. For more information visit [www.jmm.com](http://www.jmm.com).

## California businesses still cite energy costs as top concern

About two-thirds of California businesses polled say that they have a "generally negative" feeling about deregulation in the state and more than 80 percent cite the cost of energy as a top concern, according to a recent survey conducted statewide.

The survey also revealed that more than three-quarters of businesses polled are displeased with the sus-

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pension of direct access on September 20, 2001, by the California Public Utilities Commission. Under California's original electric deregulation plan, a direct-access provision allowed business and residential customers to purchase electricity from alternative energy service providers outside of their local utility, typically at a lower price.

In the wake of the suspension of direct access, 77 percent of businesses polled say energy efficiency now is "very important" to them and many are actively seeking out companies to develop potential energy-saving opportunities in diverse building types and locations. In addition, they are seeking help from energy service providers to implement strategies that will allow them to capitalize on cost-control measures, energy-pricing opportunities and reduced market risk.

Market Strategies, a Detroit marketing research firm, conducted the survey October 29-31, 2001, polling

energy management professionals from the manufacturing, transportation, retail, public administration, education and health care industries. Commissioned by Sempra Energy Solutions, a San Diego-based retail energy services company, the survey focused on businesses throughout the state with an annual electric bill of about \$500,000.

"It's understandable that businesses are now struggling to cope with the re-regulation of the California electricity market and suspension of direct access," says Mark Camack of Market Strategies. "The survey shows that customers are exploring their options in energy-efficiency improvements as the principal way to control their energy costs."

"Clearly, California customers know that controlling their energy consumption is critical to the bottom line," says Bob Dickerman, president of Sempra Energy Solutions. "The survey demonstrates that, with companies now facing fixed market prices and no ability to secure their own

commodity deals, they need to focus on making changes that reduce consumption — changes that pay off very rapidly."

Some improvements businesses can implement for quick savings include substituting antiquated lighting systems with newer, more efficient ones and replacing standard electric motors with premium-efficiency motors on equipment, such as exhaust fans, water chilling and heating pumps, and vacuum and pool pumps. Large businesses also can utilize real-time controls on equipment, such as heating, ventilation, refrigeration and air-conditioning systems, elevators and escalators.

"Executives responsible for energy management understand that the more precisely they can control and forecast power needs, the easier it is for them to save money," says Dickerman. "By implementing energy-efficiency programs today, companies will be better positioned to make the right decisions, when direct access returns to California."

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## Mixed methods

continued from p. 21

to concentrate on that phase and not to host the survey myself. I found a service provider, NetReflector.com, whose business model seemed to fit my needs. The process went smoothly. Programming the survey one more time was tedious, but necessary to running parallel forms. It was also slow, even with a DSL line, compared to PC-based programming. While I did not take advantage of all the analytical capabilities that NetReflector provided, I found one aspect very useful. They provided the researcher — and anyone else she shares the appropriate URL with — with real-time “marginal” analysis. In this project, this offered reassurance that things were working, that respondents were interpreting questions right, while the continuous count allowed me to tailor the right level of e-mail “bursts.”

Finding good lists was more problematic. I had a couple of leads from books and articles, and some suggestions from my client’s direct marketing arm. My trusted list broker deals with many e-mail campaigns, but could not help me. So back to the Web. I considered panels, but the vendors I spoke with could not provide the right qualifying sorts.

After an extensive review process, I chose two list sources. One, 101Communications, provides e-mail addresses from their print magazine subscriber lists. This was a clear parallel to the disk-by-mail case — while there was a limited number of sort criteria, most people had provided enough information about themselves that the criteria could be used. The service they offered was straightforward. Once I specified the list, they would send me an e-mail pretest of my offer copy, and then mail in bulk. All responses would go directly to the client site, without being routed through their URL. Because of this, no historic response rate data was available.

The second source, Postmaster Direct, had a very different service. They broker lists from many different sources, including many Internet-generated lists, and claim that the names on

their list are “double opt-in” — i.e., people have confirmed their willingness to accept e-mails on specific subjects. Their system allows you to build any list you want, using key word searches online to identify a “list” (often one cut of a larger list, defined by product interest, for example). For each list, you can dig down one or two layers to find demographics and average historic response rates.

If there are multiple lists that meet the criteria, it is even possible to prioritize by response rates. Once you build to composite list, the system eliminates duplicates and the e-mails are sent. If you choose to route responses through them (i.e., put a URL assigned by them on top of the survey URL) they can provide real-time click-through data on your mailing (for example, how many and what proportion of the e-mail recipients hit the survey URL).

While the disk-by-mail survey was

executed as a single shot, the possibility of continuously monitoring marginals, and the relatively short turnaround on e-mail bursts made it possible to fine-tune the number of e-mails sent.

### Not quite nirvana

All this is not quite the digital nirvana that it seems. In Web-generated lists, only a few people had submitted all the

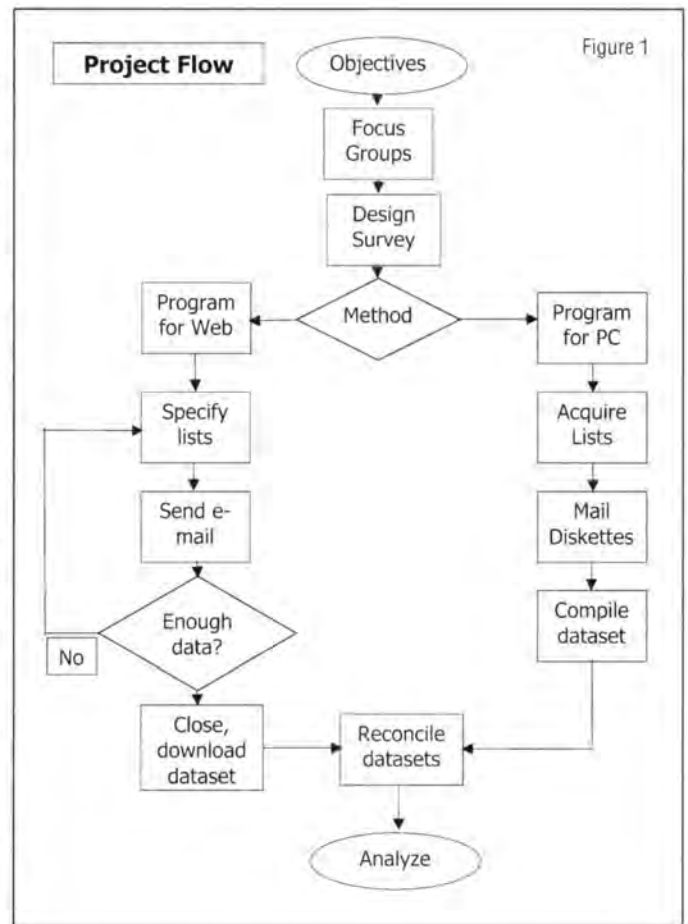


Figure 1

demographic data that was requested. You may know that 70 percent of the list is IT professionals, but you are pow-

Table 1: Structure of sample

List	Qualification criteria	Response	Direct's on	Response Rate
<b>Disk-by-Mail</b>				
Worknet Mag	1998-1999	11. Summary report		1.000
<b>E-mail/Web</b>				
PostMaster-Direct-Compuser (A-link)	Positively oriented as IT product related	100% to 4000 Summary report	1	1.000
PostMaster-Direct-Compuser-Discount training	Learning about	100% to 5000 Summary report	1 and 10000	1.000
PostMaster-Direct-TestFlight-Software training A	Product related	100% to 4000 Summary report	1	1.111
PostMaster-Direct-TestFlight-Software training B	Product related	100% to 5000 Summary report	2	1.111
101 Communications-Software training	100% to 10000 Summary report	100% to 10000 Summary report	1	1.000

erless to exclude the 30 percent who are not. While product interest sorts were available, company size was not. Also, click-throughs are just that — many people click to the survey, take one look, and click right on back.

While the Web sites of the companies I dealt with were bulging with information, the process actually reinforced the value and efficiency of one-on-one conversation with a knowledgeable human. A five-minute conversation which deals with issues at the right level can substitute for an hour of mining a Web site. And people develop expertise: while the composite list I built by rigorous extractions from 80 different sources drew well, its results were matched by a list that had not turned up in my search, that my sales rep recommended in-person.

The project flow is shown in Figure 1, while the lists that were used are shown in Table 1.

### Response rates

Over 10 percent of the disk recipients responded. This compared to 15 percent to 20 percent for blind surveys two years ago, but with different lists and topics. Thirty percent of these respondents preferred to answer on the Web, which required them to key in a 36-let-

**Table 3: Percentage of surveys submitted that were complete**

List	% complete
Win2000 Magazine: disk/mail responses	91%
Win2000 Magazine: disk/Web responses	80%
PostMaster-Direct Composite (18 lists)	68%
PostMaster-Direct Composite: second mailing	61%
PostMaster-Direct TechTarget	62%
101 Communications: various magazines	85%

data in the survey, giving an effective response rate of 1.7 percent (Table 2).

Even when people started the survey, they dropped out before completion. Subscription lists and disks were best, followed by subscription lists on the Web, then Web lists, on the Web (Table 3). The inability to screen for large companies showed up in the responses. The Web-based lists had just 13 percent of respondents from large companies (Table 4).

### Subject line key to e-mail response

On an e-mail, the only thing that the respondent may see is a subject line. Of two different subject lines sent over the

“No”). I suspect that we might have seen wide variations with different incentives, but we were unable to conduct a test in this area.

Does source affect response? At one level, yes; but it was a second-order effect. There were about 70 variables in my results where it was possible to make a simple t-test comparison. Comparing all e-mail to all disk, there were multiple differences, but if I controlled for size of organization — our most important demographic distinction — most of these disappeared, leaving only three relatively unimportant differences. In general, respondents from larger organizations responded in very similar ways, whether they had received the disk or the e-mail. However, there were minor differences when we looked at specific industries — for example, government respondents receiving diskettes were more likely to respond by disk, while computer software respondents receiving the same mailing often answered by the Web.

### Cost

Getting data from IT people is expensive, no matter how you do it. It was hard to do a rigorous head-to-head comparison because the fixed and variable cost structures are different for each case and because some of the disk


**Table 2: Response rates for different lists: Web survey**

List	Click-throughs	Started survey
PostMaster-Direct Composite (18 lists)	Not chosen	2.20%
PostMaster-Direct Composite: Second mailing	1.80%	0.87%
PostMaster-Direct TechTarget/Message 1	4.60%	2.20%
PostMaster-Direct TechTarget/Message 2	3.20%	1.60%
101 Communications: various magazines	Not available	0.75%

ter URL. The comparable rate two years ago was about 3 percent. Damaged disks, unqualified respondents, and blanks reduced the effective response rate to 8.5 percent. Responses to the e-mails peaked about a day after their being sent, and had dried up within five days. For the e-mail lists, click-through rates ranged from 1.8 percent to 4.6 percent, but there was a fall-off between this and actually providing

same split list, one had a 38 percent higher response than the other. This is shown in Table 2.

Once our drop-dead date was reached, NetReflector downloaded the data to me in Excel format, and I loaded it into the disk-based database. This required some non-intuitive manipulations — what one tool coded as “1” (leaving everything else as missing data), the other one coded a “Yes” (coding non-selection as

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**Table 4: Percentage of Respondents with >500 PCs**

	Responses	>500 PCs	%
Disk-by-Mail: Windows 2000	85	43	51%
PostMaster Direct: various	249	33	13%
101 Communications: various	33	15	45%

respondents had used the Web. However, in the interests of providing some concrete guidance, I performed a post-hoc cost analysis.

Looking at the overall responses, Web-based responses were less expensive than disk-based responses, even when I included the hosting costs (Table 5). However, when just the prized large company respondents were included, these differences disappeared.

There did not seem to be any clear relationship between list cost and response rate for the Web-generated lists.

#### Reliability of results

With response rates as low as these, there is a real concern about non-

response errors, but there is the same concern with phone surveys with low response rates. Using dual sources

provided some assurance that findings were robust.

#### Old vs. new business paradigms

It seemed to me as I roamed the

Web, seeking out suppliers and optimizing the design of this study, that there are three groups of service providers on the Web. One group comprises companies that have grown up with direct marketing or research, and put an e-business front end on their established services. They have long seen themselves as one part of a complex solution, and their Web business replicates their established service online. While these organizations may understand research, they do not offer increased


**Table 5: Per case costs: Disk-by-mail and Web**

	Web	Disk
Initial	\$24	\$69
Complete	\$37	\$80
>500 PCs	\$143	\$137

value in the new technology.

A second group is technology-savvy and extends a lot of benefits of Internet technology into this environment, giving researchers unprecedented feedback and control of the process. Some of these organizations tend towards a "be your own researcher" message, which underplays the difficulty of framing research questions, study design, and especially conducting thorough analysis — all of which are key for the robust findings that people need for good decision-making.

Third, there are, of course, companies that offer soup-to-nuts research focused on the Internet as the data collection medium — at the risk of allowing the data collection mechanism to drive the research design.

The data collection mechanism is just one of the many design decisions required in good research, and the Web is just one more data collection mechanism, however smart. My experience with this study has shown that the services are now in place so that a researcher who is prepared to think things through for the needs of a specific project can take advantage of Web technology if and when it is appropriate. 



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## Software Review

continued from p. 18

Associates (CHSA) in Oklahoma City, Okla., with 35 interview workstations connected to 72 lines. Pat McFerron, director of survey research, describes the increase in productivity using Pronto as "tremendous."

"It has reduced my interviewer hours by as much as 50 percent on short surveys and even up to 30 percent on those exceeding 20 minutes," McFerron says. "It has also allowed me to expand my hours of operation as I can use a limited number of agents to interview during daytime hours, knowing that I will have the capability to re-call all those not reached later in the day."

A key measure of increased productivity is the time interviewers spend between calls. At CHSA, this is typically down to eight seconds, though this will vary a lot according to the kind of project. The improvements are also most dramatic where interviews are short, but long interviews where a high proportion of calls are abandoned early, such as after a few screener questions, also show striking productivity gains. Pronto will slice its way through RDD samples or poor quality samples containing a lot of disconnected numbers. On the other hand, the gains are less dramatic on high-incidence studies or lengthy interviews, and PD is virtually no help with B2B work, since the phone is generally answered promptly.

The Pronto prediction algorithm is optimized for market research interviews, and will take into account the variability of interview length over a study. If two or more studies are live at once, it will operate a different predictive model for each one.

It also gives you great control over what Voxco calls "drop" calls — the calls you have to abandon because more respondents were ready than there were interviewers available to take the calls. These nuisance calls — where someone answers the phone

but the line is dead — are a common event in direct marketing, where PD is widely used. In research, we need to take a more respondent-friendly and responsible approach, and keep drop calls to a minimum. Again, Pronto and Interviewer between them allow you to handle these any way you like.

You can get Pronto to switch out of predictive dialing for an instant, to what is called "preview dial," where the number is presented to an interviewer who clicks a button to initiate the call. This is a handy feature, not least because you can route any calls that were previously dropped to a real interviewer — and real quick, if you want — something they tend to do at CHSA. As a final safety valve, if the drop rate rises above a pre-determined threshold, it will automatically step the whole survey back to preview dialing.

In an equally respondent-responsible way, McFerron routes any suspect calls such as answering machines to a live interviewer whenever Pronto is not 100 percent sure.

"This is the advantage of getting a market research provider and not just one for a sales system," McFerron says. "It takes a lot to get the balance right. I really like the flexibility of the callback module, where you can set up your own callback rules so you can get through the least amount of sample."

He gives the example of how he built recall rules to take into account church attendance in his state. "A lot of people will just increase the sample to compensate, but this approach means you are not skewing the sample."

Pronto will also provide audio integration, either to play sounds such as advertising jingles down the line to the respondent, or to capture open-ended answers as voice files. Although this is not in use at CHSA, I have seen it demonstrated. Voice capture of verbatim responses will not only increase the quality and amount of data captured for open-ended questions, it will also provide another productivity boost, as the interview is not artificially slowed

down by interviewers having to type in the answers.


### Ease-of-use

One of the nicest and, at present, unique features of the telephony integration offered by Voxco is in the monitoring capabilities it affords, providing an audio feed to the supervisor's ear and at the same time a screen-pop of the CATI interview being completed, simply by selecting the interviewer from an on-screen floor plan of the telephone room.

This level of ease-of-use is a hallmark of the Voxco package. Most functions are carried out using Windows-based GUI tools, including survey script preparation. McFerron estimates it would take a new user under two days to learn the basics, and in three-and-a-half years he has only encountered two problems that required a call to support. The dialer has also proved to be very stable. The most serious problem CHSA experienced, which required a dialer update, was fixed in just 20 minutes over the phone.

Speaking to other users, there are relatively few problems with the system. At times, complex callback rules can slow the system down, and when problems occur, people have found the documentation to be somewhat lacking in good examples or step-by-step guidance on what to do. Another disappointment is the analysis suite StatXP, which is overdue a major upgrade: many Voxco users tend to use the excellent export facilities to analyze their data in other tab packages.

### Cost and quality benefits

It is always encouraging to see an application of technology that brings not just cost benefits but quality ones too. One of the most surprising reactions to using Pronto comes from the interviewers. They love it, as they get to spend most of their time doing what they came to work to do — to interview. Without the constant stop-and-start, they find themselves on a roll, and the shift flies by. It is a puzzle to me that more people are not using this technology. 

# Tracking

continued from p. 23

decisions. Product line managers use feedback from users of their products to prioritize new features and

the enterprise, helping align objectives and priorities of people across all departments, divisions, and business units.

## ECEM ROI in e-commerce

Ariba, a Sunnyvale, Calif., enterprise spend management solutions provider, has experienced a 100 percent return on its ECEM investment. Multiple factors contribute to this strong ROI (Figure 3). The largest contributor is increased revenue resulting from enhanced customer retention and advocacy. ECEM

efficient responses. Ariba has also continuously improved all of its processes based on ECEM feedback. For example, support reps now use a customer-preferred contact method for communications, speeding problem resolution time. By making positive feedback very visible, ECEM has improved employee morale and retention. Ariba managers proactively disseminate positive feedback and use it to drive rewards and recognition. Finally, product-related feedback has enabled Ariba to deliver new products/services more quickly. As a result of these and other actions, overall satisfaction improved by a full half-point in six months. "Online customer feedback helps us retain valued customers and



Figure 2: Interactive reports ("dashboards") deliver the right feedback to the employees who can act on it in real-time.

plan marketing campaigns. Customer service reps are empowered to improve their skills and work habits by responding to feedback from customers they have served. Web operations uses feedback to enhance Web site effectiveness; manufacturing uses feedback to enhance product reliability. ECEM "data marts" — central repositories of customer feedback easily accessible to authorized users throughout the enterprise — enable managers at all levels to monitor and manage performance in real-time. ECEM real-time alerts drive workflow and enable immediate responses to customer concerns and opportunities. ECEM systems provide a better, common understanding of the external world throughout

enables Ariba employees to address customer concerns and opportunities immediately. Very often, customers are more satisfied and loyal if concerns are dealt with swiftly — thus demonstrating a supplier's responsiveness — than if

concerns never arise in the first place. Keeping just one customer from defecting to a competitor, or winning one new customer through word-of-mouth, will often more than pay for an ECEM solution.

Other factors contribute to strong ECEM returns as well. Ariba put new processes in place around its ECEM system that streamlined operations. For example, technical support reps now provide immediate follow-up on real-time alerts, thus avoiding less

build life-long relationships," says Keith Krach, chairman of the board of Ariba.

## ECEM extends CRM at McKesson

ECEM systems integrate with and complement enterprise applications, in particular customer relationship management (CRM) systems (Figure 4). While CRM systems track behavior (which customers purchased how much of what and visited which areas of a Web site), ECEM systems track attitudes and intentions (e.g., satisfaction, future purchase intentions, likelihood to recommend). As a result, ECEM show why particular results occurred that were reported by CRM.

For example, CRM systems may

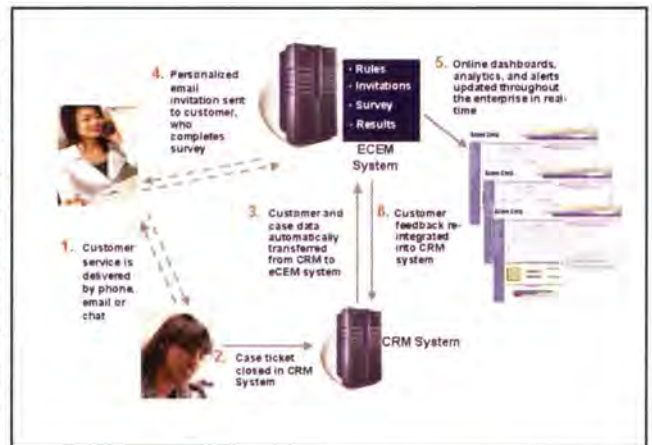


Figure 4: 360-degree integration of ECEM system with CRM system.

### Five Factors Contributing to ECEM Return on Investment

1. Increased revenue and profit resulting from enhanced customer retention and advocacy
2. New processes built around the ECEM system streamline operations
3. Continuous improvements of all processes based on ECEM feedback
4. Positive feedback drives rewards, recognition, and improved employee morale and retention
5. Product-related feedback enables delivery of new products/services more quickly

Figure 3: Five factors contributing to ECEM return on investment (ROI).

indicate that financial services customers in the northeast region bought 10 percent less of product X last week than they did in an earlier week. ECEM systems can indicate that that drop in sales was due to dissatisfaction with reliability of product X; a lack of technical skills in the representative that serves those customers; the introduction of a superior product from a competitor in that region; or a combination of the above factors.

By integrating with a CRM system, an ECEM solution, be it internal or outsourced, becomes an integral part of an enterprise's information network. At McKesson Information Solutions, Alpharetta, Ga., for example, ECEM extends its PeopleSoft CRM system. Each night, the PeopleSoft system

sends to ECEM a data file containing records of customer cases closed the previous day. ECEM first applies business rules to determine which customers will be asked for feedback. Typically, only customers who have not previously been surveyed in the last 45 days will be asked, to avoid over-surveying customers. ECEM then generates a personalized e-mail invitation to each customer requesting feedback through an online survey. The questionnaire seen by the customer is completely tailored to the customer and case, based on information provided by the CRM system. Because of the personalization and ease with which customers respond, McKesson enjoys response rates of nearly 60 percent to the survey.

As soon as the customer completes the survey, online reports and analytics are updated for, and alerts e-mailed to, the appropriate employees throughout the enterprise in real-time. Authorized employees can use information from the CRM system — for example, case type, severity, sales region, customer size or type, product type, service rep, day of week, or time of day — to analyze data to pinpoint responsive action.

Later, selected customer feedback can be sent from the ECEM to the CRM system to become part of the customer record, if desired. Such 360-degree integration enables a support rep contacting a customer to be particularly sensitive to satisfaction drivers, such as technical skills,

satisfied on the last interaction.

ECEM systems also integrate with e-commerce Web sites to enable all departments that support e-commerce — such as Web operations, online marketing, product management, online fulfillment, and business development — to act immediately on real-time feedback from online customers and prospects. Web site visitors can be surveyed as soon as they complete a transaction or, as in the case of Humana, Inc., a Louisville, Ky., health services company, as they exit a site from any page (Figure 5). Smart ECEM questionnaires reflect customers' purchase histories or sections of the site visited.



Figure 5: A visitor is invited to provide feedback on overall Web site effectiveness after exiting Humana site and going to Yahoo.

promptness, or courtesy, with which the customer may not have been fully

**Global ECEM at Nortel**  
ECEM systems integrate with all enterprise databases, not just CRM. Integrating with supply chain



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management systems provides real-time feedback from suppliers; with HR systems, from employees; and with enterprise resource planning systems, from internal customers of finance and operations.

Toronto-based communications firm Nortel Networks uses a comprehensive ECEM solution to gather detailed feedback on Nortel products and services from 4,000 key customers worldwide. Fifty-four different fields describing customers and their purchases are transferred from various Nortel enterprise databases to their ECEM system, allowing high degrees of personalization of invitations and questionnaires (including language) and precision in pinpointing issues and follow-on actions. The system is highly visible, as customer feedback drives incentive compensation for executives and managers throughout Nortel.

"Our ECEM system enables us to very quickly deploy a complex feedback program to our worldwide cus-

tomers based in 15 different languages, ranging from French and Spanish, to different Chinese dialects," says Richard Jung, vice president, marketing, Nortel Networks. "We continually access and review the ongoing stream of customer data through ECEM's online reporting, so we can proactively address our customers' needs and drive improved satisfaction and retention."

#### Predicting the future

After gathering feedback for only

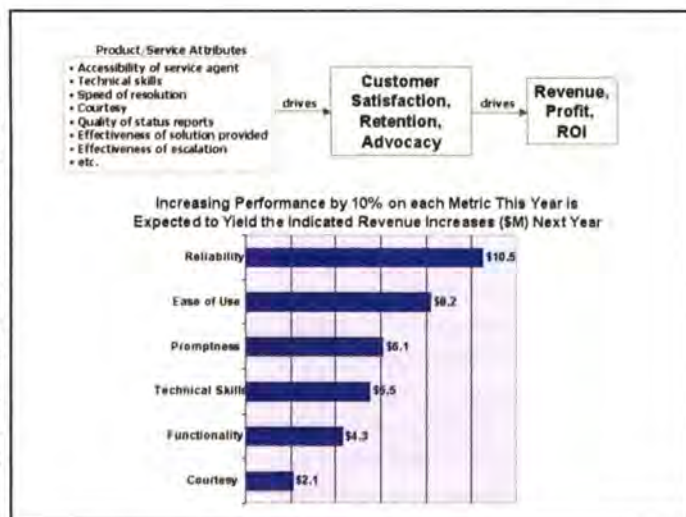



Figure 6: Enterprise modeling (top) uses ECEM feedback to project impacts on revenue and profit (bottom).

a few months, ECEM solutions become strategic data repositories that can help firms prioritize investments and predict their effect on the bottom line. Enterprise modeling uses ECEM data to determine the impacts on business goals, such as revenue and profitability, of changes in performance metrics such as product reliability, ease of use, service promptness and technical skills (Figure 6). These models let managers predict, for example:

- ROI by customer, product, channel, region, department, supplier, or employee;
- areas in which to invest or de-invest to increase revenues and ROI;
- expected financial impacts of improvements in performance.

Enterprise modeling with ECEM can show, for example, that "improving satisfaction with technical skills by 10 percent this year can be expected to yield an additional \$5.5 million in revenues next year." Such models help ensure that enterprises apply capital and people most effectively. They also help executives justify and attract internal funding for operations, service, and support.

Like the human sensory nervous system, ECEM systems enable enterprises to keep in touch with the outside world. ECEM systems are truly the eyes, ears, and fingertips of healthy, growing enterprises. 



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

We're currently planning the next several issues of QMRR and we're looking for research projects in the following areas to profile: packaging research, service quality/customer satisfaction, focus groups, and health care research. If your company or organization has a research project in any of these areas that would make an interesting case history, we want to cover it!

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

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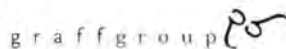
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The 2002 Directory of Data Processing and Statistical Analysis was compiled by sending listing forms to firms we identified as providers of data processing and statistical analysis services. This year's directory lists over 330 firms, arranged alphabetically. In addition to the company's vital information, we've included the types of data processing services they provide (coding, data entry, data tabulation, scanning services and statistical analysis). A cross-reference of these services is also offered for your convenience.

The Directory of Data Processing and Statistical Analysis begins on page 72.

The cross-reference of data processing services begins on page 92.



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E-mail: [blockwood@portlandresearch.com](mailto:blockwood@portlandresearch.com)  
[www.portlandresearch.com](http://www.portlandresearch.com)  
Bruce M. Lockwood, President/Founder  
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### Precise Research Group

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E-mail: [precise@ties.k12.mn.us](mailto:precise@ties.k12.mn.us)  
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### Precision Research Inc.

2432 W. Peoria Ave., Suite 1322  
Phoenix, AZ 85029  
Ph. 602-997-9711  
Fax 602-997-5498  
E-mail: [jmuller@precisionresearchinc.com](mailto:jmuller@precisionresearchinc.com)  
John Muller, President/CEO  
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Fax 847-390-8885  
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Paoli, PA 19301  
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Fax 610-647-8771  
E-mail: [sales@PrincipiaProducts.com](mailto:sales@PrincipiaProducts.com)  
[www.PrincipiaProducts.com](http://www.PrincipiaProducts.com)  
Kim Knipe, Marketing Manager  
Services: SC

### Proactive

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Bryanston 2021  
South Africa  
Ph. 27-11-709-7800  
Fax 27-11-463-2233  
E-mail: [info@proactive.co.za](mailto:info@proactive.co.za)  
[www.proactive.co.za](http://www.proactive.co.za)  
Marinda Kruger  
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### Pulse Train Ltd.

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N. Palm Beach, FL 33408  
Ph. 561-842-4000  
Fax 561-842-7280  
E-mail: [sales@pttsystems.com](mailto:sales@pttsystems.com)  
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United Kingdom  
Ph. 44-1491-825644  
Fax 44-1491-832376  
E-mail: [info@qpsmr.ltd.uk](mailto:info@qpsmr.ltd.uk)  
[www.qpsmr.ltd.uk](http://www.qpsmr.ltd.uk)  
Ros Biggs, Director  
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### Quantum Consulting, Inc.

2030 Addison St., Suite 410  
Berkeley, CA 94704  
Ph. 510-540-7200  
Fax 510-540-7268  
E-mail: [vraymonda@qcworld.com](mailto:vraymonda@qcworld.com)  
[www.qcresearch.com](http://www.qcresearch.com)  
Veronica Raymonda, Dir. of Rsch. Ops.  
Services: CD, DE, DT, SA

### Quest Research

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Fax 713-956-2593  
E-mail: [research@tqba.com](mailto:research@tqba.com)  
[www.tqba.com](http://www.tqba.com)  
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 Eagan, MN 55121-2199  
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 Fax 651-688-0546  
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 www.questarweb.com  
 John Steinlicht, V.P. Bus. Dev. & Mktg.  
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 Aston, PA 19014  
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 Fax 610-859-3795  
 E-mail: msimmons@quicktab.net  
 www.quicktab.net  
 Marion E. Simmons, President  
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 Toronto, ON M4M 2R2  
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 Fax 416-778-8898  
 E-mail: ris@inforamp.net  
 www.rischristie.com  
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 Seattle, WA 98115  
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 Fax 206-525-4947  
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 www.raosoft.com  
 Catherine McDole Rao, President  
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 Bloomfield Hills, MI 48302  
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 Fax 248-332-4168  
 E-mail: abenson@rdagroup.com  
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 Services: CD, DE, DT, SC, SA

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 Bethesda, MD 20814  
 Ph. 301-951-4484  
 Fax 301-951-3362  
 E-mail: info@redatinc.com  
 www.redatinc.com  
 Peter Van Brunt, President  
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 New York, NY 10103  
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 Fax 503-223-6760  
 E-mail: jpalish@researchdatadesign.com  
 www.researchdatadesign.com  
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**Research Data, Inc.**  
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 Richmond, VA 23220  
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Canada  
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Fax 905-277-1138  
E-mail: mail@researchdynamics.com  
www.researchdynamics.com  
Joe Schiappa  
Services: CD, DE, DT, SA

### Research House, Inc.

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Toronto, ON M4S 1Y5  
Canada  
Ph. 416-488-2328  
Fax 416-488-2368  
E-mail: qualitative@research-house.ca  
www.research-house.ca  
Services: CD, DE, DT

### Research International USA

875 N. Michigan Ave., Suite 2511  
Chicago, IL 60611  
Ph. 888-387-2233  
Fax 312-787-4156  
E-mail: info@riusa.com  
www.riusa.com  
Services: CD, DE, DT, SA

### The Research Source, Inc.

3838 Bangkok Cove  
Gulf Breeze, FL 32563  
Ph. 850-934-6140  
Fax 850-934-6138  
E-mail: kimkemp@alltel.net  
Kimberly Kemp, President  
Services: CD, DE, DT

### The Research Spectrum

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San Francisco, CA 94114-1612  
Ph. 415-701-9979  
Fax 415-701-9978  
E-mail: rhs@researchspectrum.com  
www.researchspectrum.com  
Services: CD, DE, DT, SC, SA

### RONIN Corporation

RONIN Corporation - 1BY1 Division  
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Princeton, NJ 08540  
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Fax 609-452-0091  
E-mail: ronin@ronin.com  
www.ronin.com  
Services: SA

### Ross Data Services, Inc.

160 Paris Ave.  
Northvale, NJ 07647  
Ph. 201-767-8999  
Fax 201-767-1898  
E-mail: harvey@rossdata.com  
Harvey Ross  
Services: CD, DE, DT

### RSVP/Research Services

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Philadelphia, PA 19115  
Ph. 215-969-8500  
Fax 215-969-3717  
E-mail: rsvp@rsvpresearch.com  
www.rsvpresearch.com  
Services: CD, DE, DT

### RTNielson Company

8 E. Broadway, Suite 312  
Salt Lake City, UT 84111  
Ph. 801-359-1345 or 800-786-9946  
Fax 801-355-6335  
E-mail: info@rtnielson.com  
www.rtnielson.com  
Ron Nielson, President  
Services: CD, DE, DT, SA

### San Diego Surveys, Inc.

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San Diego, CA 92120  
Ph. 619-265-2361 or 800-895-1225  
Fax 619-582-1562  
E-mail: SDSURVEYS@aol.com  
Jean Van Arsdale, President  
Chris Winkler, Research Analyst  
Services: CD, DE, DT, SA

### Scantron

1361 Valencia Ave.  
Tustin, CA 92780  
Ph. 714-247-2600 or 800-722-6876 ext. 2600  
Fax 714-247-2738  
E-mail: marketing-administrator@scantron.com  
www.scantron.com  
Services: CD, DE, DT, SC, SA



### Schlesinger Associates, Inc.

(Also see TabTech, Inc. listing)  
Executive Plaza, Suite 400  
10 Parsonage Rd.  
Edison, NJ 08837  
Ph. 732-906-1122  
Fax 732-906-8792  
E-mail: info@schlesingerassociates.com  
www.schlesingerassociates.com  
Steven Schlesinger, President  
Services: CD, DT  
(See advertisement on p. 9)



### Scientific Telephone Samples

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Ph. 800-944-4787 or 949-461-5400  
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Fax 770-451-5096  
E-mail: sdrsampling@sdrnet.com  
www.sdrnet.com  
Rick Hunter, Vice President  
Services: DT, SA, Sampling services

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Bowling Green, OH 43402  
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Fax 419-354-7512  
E-mail: info@senecio.com  
www.senecio.com  
Jerry Wicks, President  
Services: DT

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Fax 734-453-4790  
E-mail: info@served.com  
www.served.com  
Jerry Genignani, President  
Services: CD, DE, DT, SC, SA

### Service Industry Research Systems, Inc. (SIRS)

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Highland Heights, KY 41076-1750  
Ph. 859-781-9700  
Fax 859-781-8802  
E-mail: knowledge@sirsinc.com  
www.sirsinc.com  
Bill Welch, President Sales  
Services: CD, DE, DT, SC



**Service Strategies International, Inc.**  
12001 N. Central Expwy., Suite 350  
Dallas, TX 75243  
Ph. 972-233-3010 or 800-344-6069  
Fax 972-419-1555  
E-mail: kmcgregor@servstrat.com  
www.service-strategies.com  
Services: SA

#### Significant

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Belgium  
Ph. 32-16-74-24-24  
Fax 32-16-74-24-00  
E-mail: info@significant.be  
www.significant.be  
Kris Vloeberghs, Managing Director  
Services: CD, DE, DT, SA

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United Kingdom  
Ph. 44-118-940-3086  
Fax 44-118-940-2500  
E-mail: sd2q@sdresearch.com  
www.sdresearch.com  
Dr. Derek Foster  
Services: DT, SA

#### SKA Division of Mediafax, Inc.

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Santurce, PR 00909  
Puerto Rico  
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Fax 787-725-1340  
E-mail: data@ska-pr.com  
www.ska-pr.com  
Stanford Klapper  
Services: CD, DE, DT, SA

#### Socratic Technologies, Inc.

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San Francisco, CA 94114  
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Fax 415-430-1200  
E-mail: fred.bove@sotech.com  
www.sotech.com  
Fred Bove  
Services: DT, SA

#### Software Innovation TricTrac A/S

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Denmark  
Ph. 45-45-58-88-88  
Fax 45-45-58-88-00  
E-mail: info@softinn.dk  
www.software-innovation.dk  
Torben Laustsen, Director  
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#### Southwest Planning & Marketing

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Santa Fe, NM 87501  
Ph. 505-989-8500 or 800-989-9275  
Fax 505-984-1393  
E-mail: swpm@prodigy.net  
www.swplanning-marketing.com  
Carol Hallmark  
Services: DE, DT, SA

#### David Sparks & Associates

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Clemson, SC 29631  
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Fax 864-654-3229  
E-mail: dsa@sparksresearch.com  
www.sparksresearch.com  
David Sparks, President  
Services: CD, DE, DT, SA

#### Spring Systems

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Westchester, IL 60154  
Ph. 708-865-8523  
E-mail: springsys@worldnet.att.net  
www.geocities.com/wallstreet/3960/  
John Pavasars, President  
Services: SA



#### SPSS MR USA

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(See advertisement on p. 118)

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www.stackpoleassociates.com  
Services: DE, SA

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E-mail: stamtab@aol.com  
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#### Standard Data Corporation

26 Journal Square  
Jersey City, NJ 07306  
Ph. 201-533-4433  
Fax 201-533-8236  
E-mail: tandretta@standarddata.com  
www.standarddata.com  
Tony Andretta, Exec. Vice President  
Services: DE, SC, SA

#### Standard Data Prep

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Amityville, NY 11701  
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Fax 631-226-5923  
E-mail: rabamonte@standarddata.com  
www.standarddata.com  
Ron Abamonte, Vice President  
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#### Star Data Systems, Inc.

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www.statpac.com  
David Walonick, President  
Services: DT, SA

#### StatPoint, LLC

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Fax 201-585-8589  
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www.statpoint.com  
Caroline Chopek, Director of Operations  
Services: SA

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Fax 918-749-2217  
E-mail: info@statsoft.com  
www.statsoft.com  
Susan Portrey  
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Littleton, CO 80126-5062  
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www.strategicinsightsinc.net  
Tracy Dudley, President  
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E-mail: pmurphy@maine.rr.com  
www.panatlantic.net  
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www.SuperiorDataWorks.com  
Sharon Vega, Principal  
Services: CD, DE, DT, SC, SA

**Survey Analysis, Inc.**

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Hobe Sound, FL 33455  
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www.xtabz.com  
Michael Eiselman, President  
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Fax 954-341-4811  
E-mail: SURVNET@juno.com  
Philip D. Bennis, President  
Services: DT

**Survey Service, Inc.**

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Susan Adelman, President  
Services: CD, DE, DT, SC, SA

**Survey Support Group**

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Canada  
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Fax 416-964-6693  
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www.ifop-cmr.com  
Kathie Stieg, General Manager  
Services: CD, DE, DT

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E-mail: info@surveys-forecasts.com  
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Robert Walker, Principal & Founder  
Services: DT, SA

**Tab House Marketing Research Services**

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Toronto, ON M4S 2P5  
Canada  
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E-mail: tabs@tabhouse.com  
www.tabhouse.com  
Sam Farag, President  
Services: CD, DE, DT, SA

**Tab-It Services, Inc.**

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Toronto, ON M2H 2E1  
Canada  
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Fax 416-498-8879  
E-mail: tabit@pathcom.com  
Services: CD, DE, DT, SC, SA

**TabTech, Inc.**

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Edison, NJ 08837  
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www.mapscape.com  
Robert Reading, President  
Services: SA

**TechnoMetrica Market Intelligence, Inc.**

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Oradell, NJ 07649  
Ph. 201-986-1288  
Fax 201-986-0119  
E-mail: mail@technometrica.com  
www.technometrica.com  
Services: CD, DE, DT, SA

**Telder Research Data & Facilities BV**

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The Netherlands  
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Fax 31-33-422-00-20  
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www.telderonline.com  
Services: CD, DE, DT, SA

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 SDR Sampling Services  
 Senecio Software, Inc.  
 Service Advantage International  
 Service Industry Research Systems, Inc. (SIRS)  
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 Survey Analysis, Inc.  
 Survey Network Data Processing, Inc.  
 Survey Service, Inc.  
 Survey Support Group  
 SurveyConnect, Inc.  
 Surveys & Forecasts, LLC  
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 Tab-It Services, Inc.  
**TabTech, Inc.**  
 TechnoMetrica Market Intelligence, Inc.  
 Telder Research Data & Facilities BV  
 Teller Tab Services, Inc.  
 CrossTabulations.com  
 Tragon  
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 The Uncle Group, Inc.  
 Venture Data  
 Venture Marketing Associates, Inc.  
 Venture Research Corporation  
 Watts Marketing Research  
 Weeks Computing Services  
 Jan Werner Data Processing  
 Western Wats Data Services Center  
 WestGroup Research  
 Yee/Minard & Associates, Inc.  
 Your Perceptions

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 The Accutab Co.  
 Accu-Tab Computer Services  
 ACNielsen Australia  
**ADAPT, Inc.**  
 Adrian Information Strategies (AIS)  
 AIS Market Research  
 The AMI Group of Companies

## Service Codes

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DE	.....	Data Entry
DT	.....	Data Tabulation
SC	.....	Scanning Services
SA	.....	Statistical Analysis

Analysis & Research Service

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AutoData Systems

BellResearch

The Blackstone Group

Michael Blatt & Co., Inc.

Bosma & Associates International/Web-Surveys.Net

Business and Marketing Analytic Center

Business Research Services, Inc.

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Creative Research Systems

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Data Vision Research, Inc.

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Decision Data Ltd.

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Equifax Direct Marketing Solutions, Inc.

Forum Canada Research, Inc.

Framework

Group Sigma Ltd.

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Insight Research, Inc.

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Interviewing Service of America, Inc.

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Leone Marketing Research

Living Questions AB

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Market Probe International, Inc.

Market Probe, Inc.

Market Trends, Inc.

The Matrix Group, Inc.

Matrix Research Limited

MCA (Marketing Rsch. & Communications Ascts.)

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Mid-America Research/Facts In Focus

MVJ Group Inc.

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CJ Olson Market Research, Inc.

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QMark Research & Polling

QUESTAR

RDA Group

ReData, Inc.

Research Data, Inc.

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Scantron

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Service Industry Research Systems, Inc. (SIRS)

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Standard Data Prep

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Your Perceptions

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Data Vision Research, Inc.

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Equifax Direct Marketing Solutions, Inc.

Essex 3 Tabulations

Essman/Research

Estymator

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Proactive  
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QPSMR Limited  
Quantum Consulting, Inc.

Quest Research  
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Renaissance Research & Consulting  
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Research Dynamics, Inc.  
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San Diego Surveys, Inc.  
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Tab House Marketing Research Services  
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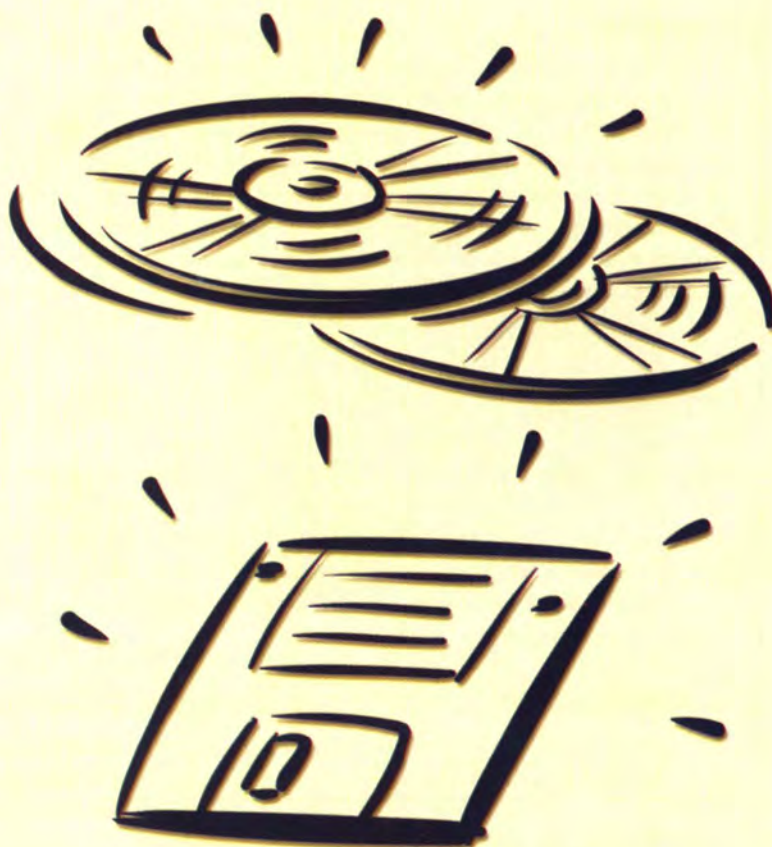
800.946.2767  
[www.acsinfo.com](http://www.acsinfo.com)

# 2002 Directory of Marketing Research Software

The 2002 Directory of Marketing Research Software was compiled by sending listing forms to companies we identified as producers/vendors of marketing research-related software. This year's directory lists over 150 firms and over 350 software titles. The software firms are arranged alphabetically. Along with the company's vital information, we've also included the title(s) of the software they sell.

**New!** To make finding software easier, we have added cross-reference tables grouping the various software packages by capability (CAPI/CASI, CATI, integrated interviewing, miscellaneous, paper/scan, tabulation, and Web interviewing). The tables show a list of each product's features and capabilities, allowing you to compare and contrast several products at a glance. (A row of blank boxes indicates that information was not supplied by the software maker.) Once you locate a package that interests you, simply refer to the company's listing in the alphabetical section for more information.

The company alphabetic section begins on page 102.  
The software cross-reference tables begin on page 122.



**Able Software Corp.**  
5 Appletree Ln.  
Lexington, MA 02420-2406  
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Fax 781-862-2640  
E-mail: info@ablesw.com  
www.ablesw.com  
Software:  
RV2



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(See advertisement on p. 103)

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Fax 41-41-624-5929  
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www.agbms.ch  
Pedr Loureiro, Marketing Director  
Software:  
AdPlan  
AGB WorkStation  
Kubik  
Strike  
TeleMonitor  
TeleSpot+

**Alchemedia Technologies, Inc.**  
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Dallas, TX 76051  
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www.acsinfo.com  
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(See advertisement on p. 100)

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(See advertisement on p. 102)

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(See advertisement on p. 105)

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 (See advertisement on p. 19)

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 (See advertisement on p. 109)

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(See advertisement on p. 99)

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(See advertisement on p. 31)

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(See advertisement on pp. 13, 113)

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(See advertisement on p. 83)

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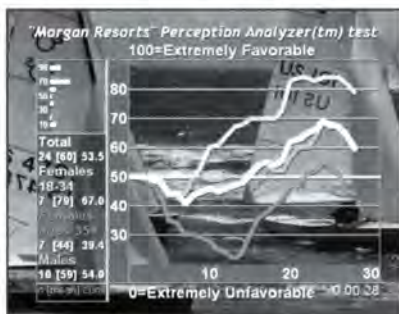
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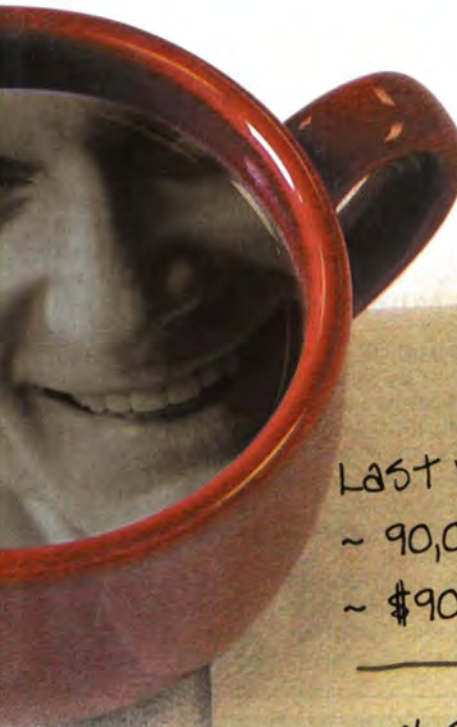
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(See advertisement on p. 119)

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# CAPI/CASI Software

Software Title	Company Name	Operating System								Design Tool	Audio	Still Images	Video	Tabulation	Access	ASCII	Export				
		Win	Mac	Unix	Linux	Web-based Desktop	Handheld	Touchscreen	IVR								Col. Binary	Excel	ODBC	SAS	SPSS
Abase	Advanced Data Research, Inc.	●					●	●	●	GUI or Syntax	●	●	●		●						
ARCS™ IVR/Web	DBM Associates	●				●			●	GUI	●				●		●	●			●
Askia Face	Peter Holmes SA/ASKIA	●				●				GUI or Syntax	●	●	●	●	●		●	●			
Bellview CAPI	Pulse Train Ltd.	●				●				GUI or Syntax	●	●	●	●	●						
Blaise	Westat, Inc.																				
Ci3	Sawtooth Technologies	●				●		●		Syntax	●	●			●						●
Ci3 System	Sawtooth Software, Inc.					●	●			GUI or Syntax	●	●	●	●	●		●				●
CONVERSO CAPI	CONVERSOFT (Axiom Software)																				
CONVERSO CASI	CONVERSOFT (Axiom Software)																				
Dub InterViewer	NEBU b.v.					●	●			GUI	●	●	●		●						●
Entryware	SPSS MR USA							●		GUI			●		●						●
Entryware™	Technos Systems Inc.	●						●		GUI					●						●
eSurveyor 3.1 Domino	Halogen Software Inc.																				
eSurveyor 3.2 Open	Halogen Software Inc.																				
Hyper Q IVR	Research.Net, Inc.								●												
Hyper Q Online	Research.Net, Inc.																				
iMotion	Kingston Phoenix Ltd.																				
In2Quest	SPSS MR USA	●				●		●		GUI	●	●	●	●	●		●				●
Interview & Analysis Program	Comstat Research Corporation																				
Interviewer CAPI	VOXCO	●				●	●	●		GUI or Syntax	●	●	●	●	●		●	●	●	●	●
IT CATI/CAPI/Web	Interview Technology																				
MaCATI	Senecio Software, Inc.		●			●	●	●		GUI					●						
NET-CAPI	Global Market Insite, Inc.	●		●	●	●	●	●		GUI	●	●	●	●	●		●	●			●
NIPO CAPI System	NIPO Software	●				●				GUI or Syntax	●	●	●	●	●		●	●	●	●	●
QPSMR INSIGHT	QPSMR Limited	●				●				GUI or Syntax			●		●	●	●		●	●	●
Quancept CAPI	SPSS MR USA	●				●				GUI	●	●	●	●	●		●				●
Raosoft InterForm	Raosoft, Inc.					●	●			GUI	●	●	●	●	●		●	●			
Raosoft SurveyWin	Raosoft, Inc.	●				●		●		GUI		●	●		●		●				
Reply®	Fleetwood Group, Inc.	●	●			●				GUI	●	●	●		●		●				
Results for Research	RONIN Corporation					●	●	●	●	GUI or Syntax	●	●	●	●	●		●	●			●
Raosoft EZSurvey for the Internet	Raosoft, Inc.					●	●	●		GUI	●	●	●	●	●		●	●	●		
SmartQuest	TeleSage, Inc.	●							●	GUI	●		●		●		●	●			●
SNAP® Professional	Mercator Corporation	●				●				GUI		●	●		●						
SSI Web	Sawtooth Software, Inc.	●				●	●			GUI or Syntax	●	●	●	●	●		●				●
SumQuest	SumQuest Survey Software																				
SURVENT	Computers for Marketing Corp. (CFMC)	●				●				Syntax			●		●						
The Survey System	Creative Research Systems	●				●		●		GUI	●	●	●	●	●		●				
SurveyPro	Apian Software	●				●				GUI			●	●	●				●		
TRIC TRAC®	Software Innovation TricTrac A/S	●				●	●	●		GUI		●	●		●		●				●
WinQuery™	The Analytical Group, Inc.	●				●				GUI or Syntax	●	●	●	●	●						●

● = Tabulation is an add-on module

# CATI Software

Software Title	Company Name	Operating System					Design Tool	Central Mgmt.	Predictive Dialing	Tabulation	Access	ASCII	Col. Binary	Excel	Export				
		Win	Mac	Unix	Linux	Web-based									Lotus	ODBC	SAS	SPSS	Word
Askia Voice	Peter Holmes SA/ASKIA	●					GUI or Syntax	●	●	●	●	●	●	●					
Bellview CATI	Pulse Train Ltd.	●					GUI or Syntax	●	●	●	●								
Blaise	Westat, Inc.																		
Confirmit	FIRM INC.	●				●	GUI	●		●	●	●							●
CONVERSO CATI	CONVERSOFT (Axiom Software)																		
Dub InterViewer	NEBU b.v.				●	●	GUI	●	●	●	●								●
humanvoice Web-CATI	humanvoice, inc.																		
In2Quest	SPSS MR USA	●					GUI	●		●	●	●		●				●	●
InterACT	Living Questions AB	●					GUI	●		●	●	●		●				●	●
Interview & Analysis Program	Comstat Research Corporation																		
Interviewer CATI	VOXCO	●				●	GUI or Syntax	●	●	●	●	●	●	●	●	●	●	●	●
IT CATI/CAPI/Web	Interview Technology																		
KeyPoint	Hearne Scientific Software Pty Ltd	●					GUI			●	●	●	●	●					
MaCATI	Senecio Software, Inc.		●				GUI				●								
NET-CATI	Global Market Insite, Inc.	●		●	●	●	GUI	●	●	●	●	●	●	●	●	●	●	●	●
NIPO CATI System	NIPO Software	●					GUI or Syntax	●	●	●	●	●	●	●	●	●	●	●	●
QPSMR CATI	QPSMR Limited	●					GUI or Syntax	●	●	●	●	●	●	●	●	●	●	●	●
Quancept CATI	SPSS MR USA			●			GUI	●	●	●	●								●
Quancept Tel. Sys. Predictive Dialer	SPSS MR USA						Syntax	●	●	●									
Raosoft InterForm	Raosoft, Inc.					●	GUI	●		●	●	●	●	●	●	●	●	●	●
Raosoft SurveyWin	Raosoft, Inc.	●					GUI	●		●	●	●	●	●	●	●	●	●	●
Results for Research	RONIN Corporation					●	GUI or Syntax	●	●	●	●	●	●	●	●	●	●	●	●
Raosoft EZSurvey for the Internet	Raosoft, Inc.					●	GUI	●		●	●	●	●	●	●	●	●	●	●
SNAP® Professional	Mercator Corporation	●					GUI			●	●	●	●	●	●	●	●	●	●
StatPac for Windows	StatPac, Inc.	●					Syntax			●	●	●	●	●	●	●	●	●	●
SumQuest	SumQuest Survey Software																		
SURVENT	Computers for Marketing Corp. (CFMC)	●		●	●	●	Syntax	●	●	●	●	●	●	●	●	●	●	●	●
The Survey	Cybernetic Solutions - The Survey Software	●					GUI	●		●	●	●	●	●	●	●	●	●	●
The Survey System - CATI	Creative Research Systems	●					GUI	●		●	●	●	●	●	●	●	●	●	●
SurveyCraft	SPSS MR USA	●					GUI or Syntax	●		●	●	●	●	●	●	●	●	●	●
SurveyPro	Apian Software	●					GUI			●	●	●	●	●	●	●	●	●	●
TelAthena	TelAthena Systems LLC																		
Telescript 5.3	Digisoft Computers, Inc.	●					GUI		●	●	●	●	●	●	●	●	●	●	●
WinCati	Sawtooth Technologies	●					Syntax	●	●	●	●	●	●	●	●	●	●	●	●
WinQuery™	The Analytical Group, Inc.	●					GUI or Syntax	●	●	●	●	●	●	●	●	●	●	●	●

● = Tabulation is an add-on module

# Integrated Interviewing Software

Software Title	Company Name	Operating System					Type of Data Collection				
		Win	Mac	Unix	Linux	Web	CAPI	CASI	CATI	Web	E-mail
ARCS	SPSS MR USA	•							•	•	
AskAnywhere	Senecio Software, Inc.	•	•	•	•		•	•	•	•	
Askia	Peter Holmes SA/ASKIA	•					•	•	•	•	
C-Gen - Customer Survey Generator	William Steinberg Consultants, Inc.	•					•	•	•	•	•
Ci3 System	Sawtooth Software, Inc.	•				•	•	•		•	
Confirmit	FIRM INC.					•	•	•	•	•	
Dub InterViewer	NEBU b.v.					•	•	•	•	•	
In2Form	SPSS MR USA	•					•	•	•	•	
InterACT	Living Questions AB	•				•			•	•	
Interviewer Suite	VOXCO	•				•	•	•	•	•	
IT CATI/CAPI/Web	Interview Technology						•		•	•	
KeyPoint	Hearne Scientific Software Pty Ltd	•					•	•	•	•	•
NET-MR Suite	Global Market Insite, Inc.	•		•	•	•	•	•	•	•	
QPSMR CATI	QPSMR Limited	•					•	•	•	•	•
Quanquest	SPSS MR USA	•					•		•	•	
Raosoft SurveyWin	Raosoft, Inc.	•					•	•	•	•	•
Results for Research	RONIN Corporation					•	•	•	•	•	
SNAP® Professional	Mercator Corporation	•					•	•	•	•	•
SSI Web	Sawtooth Software, Inc.	•				•	•	•		•	
StatPac for Windows	StatPac, Inc.	•					•	•	•	•	•
Survey Genie	William Steinberg Consultants, Inc.	•								•	•
SurveyPro	Apian Software	•					•	•	•	•	•
SurveySolutions	Perseus Development Corporation	•								•	•
TeleSage Software Suite	TeleSage, Inc.	•					•	•	•	•	
The Survey	Cybernetic Solutions - The Survey Software	•								•	•
The Survey System	Creative Research Systems	•					•	•	•	•	•
TRIC TRAC®	Software Innovation TricTrac A/S	•					•	•	•	•	•

Paper	Scan	Keyed	Design Tool	Weighting	Tabulation	Statistics	Visual Tools	Access	ASCII	Col. Binary	Excel	Lotus	ODBC	SAS	SPSS	Word
			GUI						•		•		•			•
			GUI						•				•			
		•		•	•	•	•	•	•		•		•			
•	•	•	GUI	•	•	•	•		•							
			GUI or Syntax	•	•	•			•		•				•	
•	•	•	GUI	•	•	•	•		•		•				•	
			GUI			•			•						•	
•	•	•	GUI													•
•	•	•	GUI		•	•			•		•		•			•
	•	•	GUI or Syntax		•				•		•		•	•	•	•
					•				•		•	•		•	•	
•	•	•	GUI		•	•	•				•					
•		•	GUI	•	•	•	•		•		•				•	•
•	•	•	GUI or Syntax	•	•	•			•	•	•			•	•	•
•	•	•	GUI													•
•	•	•	GUI	•	•	•	•		•		•		•			
			GUI or Syntax	•	•				•		•		•		•	
•	•	•	GUI	•	•	•	•		•							
			GUI or Syntax	•	•	•			•		•				•	
•	•	•	Syntax	•	•	•	•	•	•							•
•		•	GUI	•	•	•	•		•						•	
•	•	•	GUI	•	•	•	•	•	•			•				
•		•	GUI		•	•	•	•	•		•		•			•
	•	•	GUI	•	•				•		•		•			•
•		•	GUI	•	•	•	•		•		•					
•	•	•	GUI						•		•					
•		•	GUI	•	•	•			•		•		•		•	

# Miscellaneous Software

Software Title	Company Name	Audience Response	Data Cleaning/Sorting	Data Delivering/Archiving	Data Entry	Data Mining/Perceptual Map	Decision Support	Demographic	Field Management	Focus Group Management	Name Tag-Line Development	Online Focus Group	Online Research Security	Productive Dialling	Sampling Systems	Transaction	Web Usability
ACA System	Sawtooth Software, Inc.					•											
AdverTrax™	Marketing Strategy & Planning					•											
ARGUS Perceptual Mapper	Spring Systems				•												
ASDE Survey Sampler - Canada	ASDE Survey Sampler															•	
ASDE Survey Sampler - USA	ASDE Survey Sampler															•	
AWS-Analyst Work Station	Management Science Associates, Inc.					•											
BrandMap®	WRC Research Systems, Inc.				•												
BusinessWeb	Management Science Associates, Inc.					•											
CACI CODER/PLUS™	CACI Marketing Systems						•										
CACI ONE™	CACI Marketing Systems						•										
CAPI Manager	VOXCO								•							•	
CART®	Salford Systems					•											
CBC System	Sawtooth Software, Inc.					•											
CCA System	Sawtooth Software, Inc.					•											
Clever Content	SPSS MR USA											•					
Compass	Claritas Inc.						•										
ConsumerPoint	Claritas Inc.					•											
CPM System	Sawtooth Software, Inc.					•											
CVA System	Sawtooth Software, Inc.					•											
DataFit 7.1	Oakdale Engineering				•												
Decision Pad	Apian Software					•											
DynaMap/Census	Geographic Data Technology, Inc.						•										
EASI Mapping Plus Data	Easy Analytic Software, Inc.						•										
E-Scrub	PDPC, Ltd.	•															
E-Tabs Lite Reader	E-Tabs Ltd.		•			•											
E-Tabs Professional Reader	E-Tabs Ltd.		•			•											
E-Tabs Web Reader	E-Tabs Ltd.		•														
E-Tabs Web Writer	E-Tabs Ltd.		•			•											
E-Tabs Writer	E-Tabs Ltd.		•			•											
The Field System	KGA									•							
Fuzzy Mail Merge	PDPC, Ltd.	•															
GENESYS Sampling Systems	GENESYS Sampling Systems															•	
GENESYS-ID	GENESYS Sampling Systems												•				
GENESYS-Plus	GENESYS Sampling Systems												•				
Geosphere	Xorbix Technologies						•										
Headliner	The Namestormers									•							
iMark	Claritas Inc.					•											

# Miscellaneous Software

Software Title	Company Name	Audience Response	Data Cleaning/Sorting	Data Delivering/Archiving	Data Entry	Data Mining/Perceptual Map	Decision Support	Demographic	Field Management	Focus Group Management	Name/Tag-Line Development	Online Focus Group	Online Research Security	Phone Number Screening	Predictive Dialing	Sampling Systems	Transcription	Web Usability	
iMark Online	Claritas Inc.																		
InfoPop™	Marketing Strategy & Planning																		
loxpHERE	Xorbix Technologies																		
IRIS Engine	Kingston Phoenix Ltd.																		
IRISmr	Kingston Phoenix Ltd.																		
iXpres	Claritas Inc.																		
Knockout	The Analytical Group, Inc.																		
The Rite Site	Easy Analytic Software, Inc.																		
Logit	Salford Systems																		
LogXact	Cytel Software																		
MacLas/WinLas	Management Science Associates, Inc.																		
MapInfo	Tetrad Computer Applications, Ltd.																		
MapInfo MapX	MapInfo Corporation																		
Mapitude® for Redistricting	Caliper Corporation																		
Mapitude® for the Web	Caliper Corporation																		
MapPoint	Easy Analytic Software, Inc.																		
MapPoint	Tetrad Computer Applications, Ltd.																		
Mapitude®	Caliper Corporation																		
MarketMiner	MarketMiner, Inc.																		
MARS™	Salford Systems																		
MessageMeter™	Marketing Strategy & Planning																		
MiningSolv	Market Advantage Consulting & Software																		
Mirage Enterprise	Alchemedia Technologies, Inc.																		
MktSIM	Spring Systems																		
MPAT Data Entry	Data Vision Research, Inc.																		
MPE Data Entry & Editing	DATAN, Inc.																		
MR Translate	SPSS MR USA																		
mTAB Research Analysis System	PAI-Productive Access, Inc.																		
NamePro	The Namestormers																		
Nebu Office Suite	NEBU b.v.																		
Net-ACA	Global Market Insite, Inc.																		
Net-DB	Global Market Insite, Inc.																		
NET-Focus	Global Market Insite, Inc.																		
Net-Panel	Global Market Insite, Inc.																		
Netraker Web Site Index	NetRaker																		
Onceover™ Data Cleaning	Data Vision Research, Inc.																		
Panel Express	Insight Express, LLC																		

# Miscellaneous Software

Software Title	Company Name	Audience Response	Data Cleaning/Sorting	Data Delivering/Archiving	Data Entry	Data Mining/Personalized Mktg	Decision Support	Demographic	Field Management	Focus Group Management	Home Page Link Development	Online Focus Group	Online Research Security	Phone Number Scrambling	Productive Dialing	Sampling Systems	Translation	Web Disabling
PCensus	Tetrad Computer Applications, Ltd.																	
PEER Planner for Windows	Delphus, Inc.																	
Perception Analyzer™	MSInteractive																	
PositionSolv	Market Advantage Consulting & Software																	
Proc StatXact	Cytel Software																	
Pronto Telephony Solutions	VOXCO																	
PRO-T-S Telephony Systems	PRO-T-S Telephony Systems																	
QGEN	Jan Werner Data Processing																	
QPSMR INPUT	QPSMR Limited																	
QPSMR REFLECT	QPSMR Limited																	
Quick Tally®	Quick Tally Interactive Systems, Inc.																	
Quinput	SPSS MR USA																	
QuotaBreaker!	KGA																	
Reply®	Fleetwood Group, Inc.																	
Research Tracker® II	MDSS																	
Roasoft EZSurvey for the Internet	Roasoft, Inc.																	
Rog Panel	Rogator AG																	
RV2	Able Software Corp.																	
SegmentSolv	Market Advantage Consulting & Software																	
SendQuest	TeleSage, Inc.																	
Simplic™	Marketing Strategy & Planning																	
SiteReporter™	CACI Marketing Systems																	
Smart Forecasts™	Smart Software, Inc.																	
Snap3	Snap Software																	
Snaptrac	Snap Software																	
Socratic Site Diagnostic™	Socratic Technologies, Inc.																	
Spreadsheet Forecaster	Delphus, Inc.																	
SSI - SNAP™	Survey Sampling, Inc.																	
StatXact	Cytel Software																	
Surviv Media Research	Bruce Bell & Associates, Inc.																	
Surviv Sales Development	Bruce Bell & Associates, Inc.																	
Tactician 5.0	Tactician Corporation																	
Tactician Micro-Mktg. Machine	Tactician Corporation																	
Tactician Selling Machine	Tactician Corporation																	
Tactician Site-Targeter	Tactician Corporation																	
TargetPro	MapInfo Corporation																	
Thinque MSP™	Thinque																	





# Tabulation Software

Software Title	Company Name	Operating System					Design Tool	Max. Variables	Max. Tables	Filtering	Weighting
		Win	Mac	Unix	Linux	Web-based					
Answer Tree	SPSS MR USA	•				•	GUI or Syntax	Variable			•
Askia Analyse	Peter Holmes SA/ASKIA	•					GUI	Unlimited	Unlimited	•	•
Clementine	SPSS MR USA	•		•		•	GUI or Syntax	Unlimited		•	•
COSI	Computers for Marketing Corp. (CfMC)	•					GUI	750	Unlimited	•	•
The Designer	CAMO	•					GUI	Unlimited	Unlimited	•	•
E-Crosstabs™	DataUSA, Inc.					•	GUI			•	•
Eform	Beach Tech Corporation	•					GUI or Syntax	Unlimited	Unlimited	•	•
eListen	Scantron	•				•	GUI	Unlimited	Unlimited	•	•
EQS Structural Equations Modeling	Multivariate Software, Inc.	•	•	•			GUI			•	•
Flo - Stat	Senecio Software, Inc.										
Forecast Pro	Business Forecast Systems	•					GUI	10	1	•	
Forecast Pro Unlimited	Business Forecast Systems	•					GUI or Syntax	Unlimited	Unlimited	•	•
Forecast Pro XE	Business Forecast Systems	•					GUI	100	1	•	•
GeoSight	Sammamish Data Systems	•					GUI	Unlimited	Unlimited	•	•
Geosphere	Xorbix Technologies	•	•			•	GUI	Unlimited	Unlimited	•	
Idea Smart	CAMO					•	GUI	Unlimited	Unlimited	•	
In2Tab	SPSS MR USA	•					GUI	Unlimited	Unlimited	•	•
Insight Express	Insight Express, LLC					•	GUI or Syntax	Unlimited	Unlimited	•	
InterACT	Living Questions AB	•				•	GUI	>1000		•	
Interview & Analysis Program	Comstat Research Corporation										
Iosphere	Xorbix Technologies	•	•			•	GUI	Unlimited	Unlimited	•	
iQuest	Kingston Phoenix Ltd.										
Maritz Stats	Maritz Research	•									
Market Sizzle	CAMO					•	GUI or Syntax	Unlimited	Unlimited	•	•
MENTOR	Computers for Marketing Corp. (CfMC)	•		•	•		Syntax	Unlimited	Unlimited	•	•
MERLIN Tabulation System	DATAN, Inc.	•		•	•		Syntax	32000	32000	•	•
MERLINPlus (plus menus)	DATAN, Inc.	•		•	•		Syntax	32000	32000	•	•
Microtab XP 2002 - Professional Edition	Microtab, Inc.	•					GUI	Over 7,000	Unlimited	•	•
Microtab XP 2002 - Standard Edition	Microtab, Inc.	•					GUI	Over 7,000	Unlimited	•	
MR Tables	SPSS MR USA	•					GUI				•
NCSS	Dataxiom Software, Inc.	•					GUI	250	Variable	•	•
NCSS	NCSS	•					GUI	1000	Unlimited	•	
NET-MR Tabulation	Global Market Insite, Inc.	•		•	•	•	GUI	Unlimited	Unlimited	•	•
NIPO DIANA	NIPO Software	•					GUI or Syntax	Unlimited	Unlimited	•	•
Online Web Reports	Cactus Research					•					
Production Sizzle	CAMO					•	GUI	Unlimited	Unlimited	•	•
P-STAT®	P-STAT, Inc.	•		•	•		GUI or Syntax	250000	Unlimited	•	•
Pulsar	Pulse Train Ltd.	•					GUI	Unlimited	Unlimited	•	•



# Tabulation Software

Software Title	Company Name	Operating System					Design Tool	Max. Variables	Max. Tables	Filtering	Weighting
		Win	Mac	Unix	Linux	Web-based					
QDA® Data Analysis Software	Tragon	●					GUI	100			
QPL Tables	QQQ Software, Inc.	●					GUI or Syntax	Unlimited	Unlimited	●	●
QPSMR INSIGHT	QPSMR Limited	●					GUI or Syntax	30000	30000	●	●
QTAB	Jan Werner Data Processing	●			●		Syntax	Unlimited	Unlimited	●	●
Quantum	SPSS MR USA							Unlimited	Unlimited	●	●
Quanvert	SPSS MR USA	●					GUI		Variable	●	●
Quik-Poll	Touch Base Computing	●					GUI	300		●	●
QWRITERII for Windows	Your Perceptions	●					GUI	2000	200		
Raosoft EZReport	Raosoft, Inc.	●					GUI	Unlimited	Unlimited	●	●
SNAP® Professional	Mercator Corporation	●					GUI			●	●
SNAP® Results	Mercator Corporation	●					GUI or Syntax	Unlimited	Unlimited	●	●
SPSS	SPSS MR USA	●	●	●	●		GUI or Syntax	Unlimited	Unlimited	●	●
Star	Pulse Train Ltd.	●					GUI or Syntax	Unlimited	Unlimited	●	●
STAT XP	VOXCO	●					Syntax	10000	32000	●	●
STATBEANS	StatPoint, LLC	●	●	●	●		Syntax	Unlimited	Unlimited	●	●
StatCheck™ Stat Checking	Data Vision Research, Inc.										
Statgraphics Plus	StatPoint, LLC	●					GUI	Unlimited	Unlimited	●	●
STATISTICA Enterprise-Wide	StatSoft, Inc.	●			●		GUI or Syntax	Variable	Variable	●	●
STATLETS	StatPoint, LLC				●		GUI	Unlimited	Unlimited	●	●
StatMost	Dataxiom Software, Inc.	●					GUI	250	Variable	●	
StatPac for Windows	StatPac, Inc.	●					Syntax	1000	Unlimited	●	●
STATSTM	Decision Analyst, Inc.	●					GUI				●
The Survey	Cybernetic Solutions - The Survey Software	●					GUI	1000	32000	●	●
Survey Explorer	Memphis International	●					GUI	Unlimited	Unlimited	●	●
Survey Select Expert	SurveyConnect, Inc.	●					GUI	Unlimited	Unlimited		
Survey Stats	Drago Consulting Inc.										
The Survey System	Creative Research Systems	●					GUI	32000	5000	●	●
Survey Viewer	Memphis International	●					GUI	Unlimited		●	●
SurveyPro	Apian Software	●					GUI	3000	3000	●	●
SurveySolutions	Perseus Development Corporation	●					GUI	Unlimited	Unlimited	●	
TABULYZER III	Irwin P. Sharpe & Associates	●						500	500	●	●
TRIC TRAC®	Software Innovation TricTrac A/S	●					GUI	Unlimited	Unlimited	●	●
Turbo Spring-Stat	Spring Systems										
UNCLE Professional	The Uncle Group, Inc.	●					GUI or Syntax	65534	9999	●	●
The Unscrambler	CAMO	●					GUI	Unlimited	Unlimited	●	●
WesVar	Westat, Inc.										
WinCross™	The Analytical Group, Inc.	●					GUI or Syntax	Unlimited	Unlimited	●	●
XPro	Dataxiom Software, Inc.	●					GUI	250	Variable	●	●

Visual Tools	Tests				Import								Export										
	Chi	F-Test	T-Test	Z-Test	Access	ASCII	Excel	Col. Binary	Lotus	ODBC	SAS	SPSS	Word	Access	ASCII	Col. Binary	Excel	Lotus	ODBC	SAS	SPSS	Word	
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# Web Interviewing Software

Software Title	Company Name	Operating System					Design Tool	Type of Data Collection	Web Security	Quota Control	Tabulation	Access	ASCII	Export Options						
		Win	Mac	Unix	Linux	Web-based								Excel	Lotus	DBBC	SAS	SPSS	Word	
Aks&Observe	Cactus Research					●		Web												
ARCS™ IVR/Web	DBM Associates	●				●	GUI	Web	●	●		●		●		●				●
Askia Web	Peter Holmes SA/ASKIA	●					GUI	Web	●	●	●	●		●		●				
Bellview Web	Pulse Train Ltd.	●					GUI or Syntax	Web	●	●	●		●							
Blaise	Westat, Inc.																			
Cactus Web Interviewer	Cactus Research					●		Web												
C-Gen - Customer Survey Generator	William Steinberg Consultants, Inc.	●					GUI	Both			●		●							●
Confirmit	FIRM INC.					●	GUI	E-mail	●	●	●		●		●					●
Dub InterViewer	NEBU b.v.	●				●	GUI	Web	●	●	●		●							●
Eform	Beach Tech Corporation					●	GUI or Syntax	Web	●	●	●		●		●		●			●
eSurveyor 3.1 Domino	Halogen Software Inc.																			
eSurveyor 3.2 Open	Halogen Software Inc.																			
IdeaMap®.Net	Moskowitz Jacobs Inc.					●	GUI	Web	●		●		●		●					
Inquisite	Inquisite	●				●	GUI													
Insight Express	Insight Express, LLC					●	GUI or Syntax	Web	●	●	●		●		●					
InstantSurvey	NetReflector.com, Inc.																			
InterACT	Living Questions AB	●					GUI	Web	●		●		●		●		●			●
Internet Survey Machine	Marketing Masters																			
Interview & Analysis Program	Comstat Research Corporation																			
Interviewer Web	VOXCO	●					GUI or Syntax	Web	●	●	●		●		●		●		●	●
loxphere	Xorbix Technologies	●	●			●	GUI	Both	●	●	●		●		●					
iQuest	TeleSage, Inc.	●					GUI	Both	●	●	●		●		●		●			●
IT CATI/CAPI/Web	Interview Technology																			
KeyPoint	Hearne Scientific Software Pty Ltd	●					GUI	Both	●	●	●		●		●		●			
M3 Platform	MessageMedia							E-mail												
MailKing	MessageMedia							E-mail												
MR Interview	SPSS MR USA	●					GUI or Syntax	Web	●	●	●		●		●		●			●
NET-Survey	Global Market Insite, Inc.	●		●	●	●	GUI	Web	●	●	●		●		●		●		●	●
NIPO Web Interview System	NIPO Software	●					GUI or Syntax	Both	●		●		●		●		●		●	●
Pop-Up Survey Software	SurveySite Inc.																			

● = Tabulation is an add-on module

# Web Interviewing Software

Software Title	Company Name	Operating System					Design Tool	Type of Data Collection	Web Security	Quota Control	Tabulation	Access	ASCII	Export Options					
		Win	Mac	Unix	Linux	Web-based								Lotus	ODBC	SAS	SPSS	Word	
PowerTab™	Power Knowledge Software		●																
DCWeb	SPSS MR USA	●		●			GUI or Syntax	Web	●	●	●	●							●
Qualitative/Quantitative Web Tools	BellResearch																		
QueryWeb™	The Analytical Group, Inc.	●					GUI or Syntax	Web	●	●	●	●							●
Quiz Rocket	LearningWare, Inc.																		
Raosoft InterForm	Raosoft, Inc.					●	GUI	Web	●		●	●	●						
Remark Web Survey®	Principia Products, Inc.	●					GUI or Syntax	Web	●	●	●	●	●	●	●	●	●	●	●
Results for the Net	RONIN Corporation					●	GUI or Syntax	Web	●	●	●	●	●	●	●	●	●	●	●
Raosoft EZSurvey for the Internet	Raosoft, Inc.					●	GUI	Both	●		●	●	●	●	●	●	●	●	●
Rogator 6.3	Rogator AG	●				●	GUI	Web	●	●	●	●	●	●	●	●	●	●	●
Sensus Web	Sawtooth Technologies	●					GUI or Syntax	Web	●	●	●	●	●	●	●	●	●	●	●
Sharptrader	Your Perceptions					●	GUI or Syntax	Both	●	●	●	●	●	●	●	●	●	●	●
SNAP® Professional	Mercator Corporation	●					GUI	Both		●	●	●	●	●	●	●	●	●	●
SSI Web	Sawtooth Software, Inc.	●					GUI	Web	●	●	●	●	●	●	●	●	●	●	●
StatPac for Windows	StatPac, Inc.	●					Syntax	Both	●		●	●	●	●	●	●	●	●	●
SumQuest	SumQuest Survey Software																		
Survey Genie	William Steinberg Consultants, Inc.	●					GUI	Both		●	●	●	●	●	●	●	●	●	●
Survey Said for the Web	Marketing Masters																		
Survey Said for Windows	Marketing Masters																		
Survey Select Expert	SurveyConnect, Inc.																		
surveyNgin.com	Database Sciences, Inc.					●													
SurveyPro	Apian Software	●					GUI	Both	●		●	●	●	●	●	●	●	●	●
SurveySolutions	MessageMedia							Web											
SurveySolutions	Perseus Development Corporation	●					GUI	Both	●	●	●	●	●	●	●	●	●	●	●
SurveyWriter®	SurveyWriter®																		
The Survey	Cybernetic Solutions - The Survey Software	●					GUI	Both	●		●	●	●	●	●	●	●	●	●
The Survey System - Web	Creative Research Systems	●					GUI	Both	●	●	●	●	●	●	●	●	●	●	●
TRIC TRAC®	Software Innovation TricTrac A/S	●					GUI	Both	●	●	●	●	●	●	●	●	●	●	●
Web-SURVENT	Computers for Marketing Corp. (CfMC)	●		●	●	●	Syntax	Web	●	●	●	●	●	●	●	●	●	●	●
WebSurveyor	WebSurveyor Corporation	●					GUI	Web	●		●	●	●	●	●	●	●	●	●

● = Tabulation is an add-on module

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## Trade Talk

By Joseph Rydholm, QMRR editor

# Out with the old, in with the new

**A**s you page through this month's issue and/or peruse our Web site, you'll notice changes. Some are major, some are minor, but there's quite a lot to cover, so I thought I would devote this month's column to outlining some of the new features and how to get the most out of them.

On the major side, the Quirk Boys (aka Dan Quirk, Steve Quirk and Jim Quirk) have revamped our annual directory of marketing research software. The alphabetic listing of firms remains the same but they have added a new section to make it easier to compare software titles. Turn to page 122 and you'll see titles arranged by capabilities such as CAPI/CASI/CATI, tabulation, etc.

On the editorial side, at the end of selected articles in this month's issue you may also notice another new feature, the Article QuickLink. Each month I will choose articles from our online Article Archive that complement stories in the current print edition of the magazine. In this issue, for example, we have included QuickLink numbers for two of Steven Struhl's past software reviews.

To view the past articles, simply go to [quirks.com](http://quirks.com), find the QuickLink section in the Article Archive and enter the three-digit article number. That's all there is to it!

The QuickLink feature is also helpful for times when you don't know an article's title or author. As long as you know the article number, just type it in the QuickLink box and you'll be taken right to it.

Speaking of articles, later this month we hope to complete the Article Archive by posting the 1986-1991 and 2001 articles. Once that's accomplished, every case history and technique article we've ever published will be available

electronically.


And that archive is now easier to search through, thanks to a new keyword search feature. As with any search function, the more specific you are, the better. For example, entering "focus group" might give you more references than you can really use. But if you remember seeing an article that we did on a certain company, for example, you will be able to track it down in a way that you couldn't before.

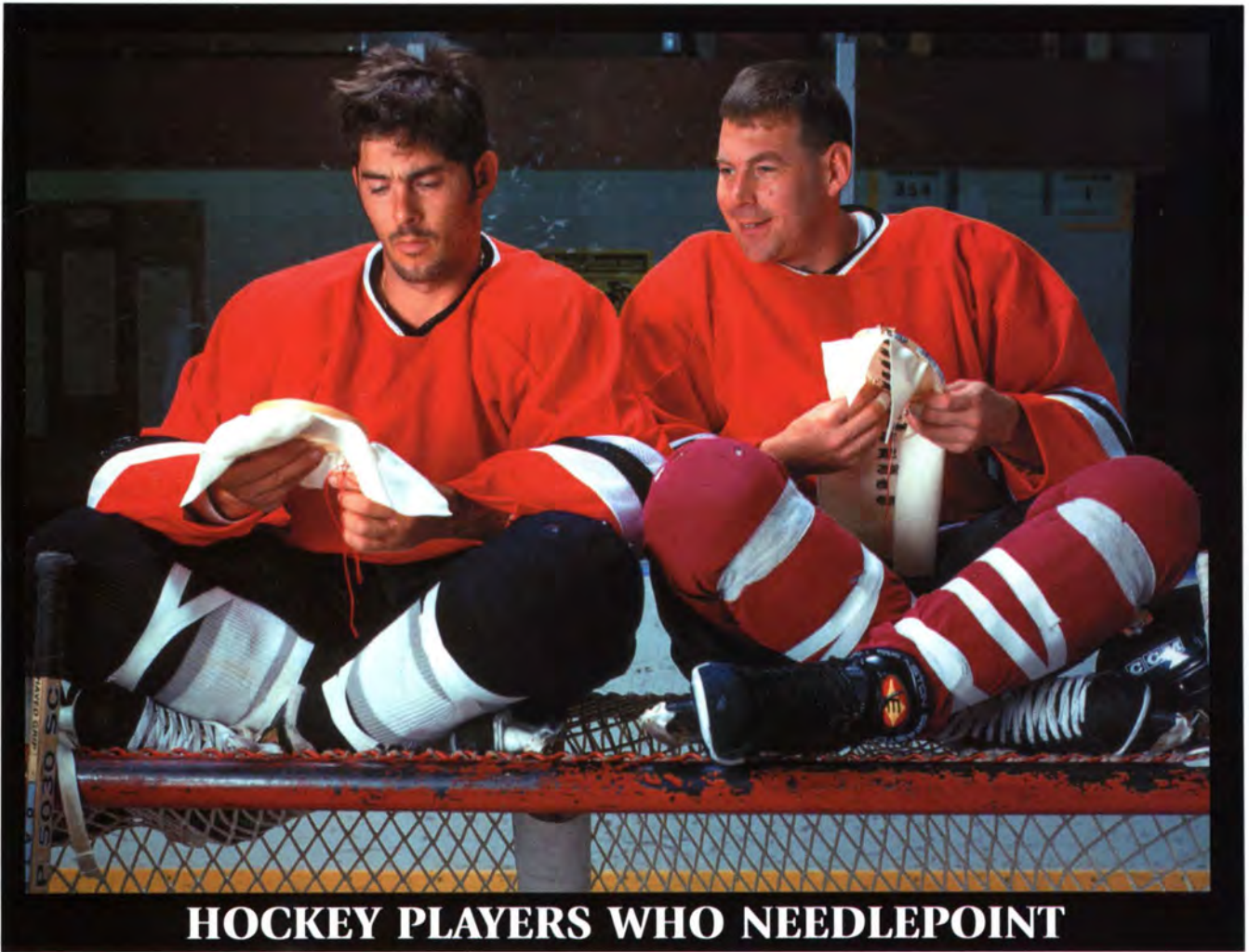
The online Researcher Forum has also received a makeover. Dan Quirk analyzed all of the postings from the Forum's previous incarnation and came up with the 30 most common question categories. So the Forum, which previously had five topic areas, now has 30, letting you post questions and comments with greater specificity.

And after you post something, if you decide you want to change or delete it, now you can — as long as you've completed the free and painless registration process! We have also archived the old forum postings, in a view-only format.

In the year ahead, Dan plans to add features to the Job Mart that allow editing control over both job postings and résumé postings (also requiring free registration).

These new and future features, along with our top-notch collection of searchable online directories (including the Researcher SourceBook, and the directories of mall, focus group, and telephone interviewing facilities), and resources such as the research association list, events calendar, and the Research Shop make [quirks.com](http://quirks.com) the place to go when you're looking for marketing research information.

As always, if you have suggestions for further improvements, we welcome them! 



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