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MARKETING RESEARCH

Review



***Syndicated/omnibus
special emphasis issue***

August/September, 1987

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Quirk's Marketing Research Review, 6607 18th Ave. So., Minneapolis, MN 55420. (612) 861-8051.

West Coast: Lane E. Weiss, 582 Market St., Suite 611, San Francisco, CA 94101. (415) 986-6341.



Cover

The August/September, 1987 issue of *Quirk's Marketing Research Review* is a special emphasis issue on syndicated/omnibus research. Included is a directory of syndicated/omnibus studies. Cover photo courtesy of Information Resources, Inc., Chicago.

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QUIRK'S MARKETING RESEARCH REVIEW, (ISSN 08937451) is issued eight times per year—February, March, April, May, June/July, August/September, October/November, December/January—by Quirk Enterprises, 6607 18th Ave. So., Minneapolis, MN 55423. Mailing Address: P.O. Box 23536, Minneapolis, MN 55423. Telephone: 612-861-8051.

Subscription Information: U.S. annual rate (eight issues) \$32; two years (16 issues) \$60; three years (24 issues) \$136. U.S. single copy price \$8; Canada and foreign countries \$12.

Second class postage paid at Minneapolis, MN and additional mailing offices.

Change of Address: Notices should be sent promptly; provide old mailing label as well as new address; include ZIP code or postal code. Allow 4 to 6 weeks for change.

POSTMASTER: Send address changes to Quirk's Marketing Research Review, P.O. Box 23536, Minneapolis, MN 55423.

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BPA membership applied for October, 1986



THE CASE OF THE "OILY" RESEARCH CALL

*...or, How To Use The Telephone
To Obtain Profitable Information—Fast!*

TIME: 9 A.M.

PLACE: A SMALL TOWN IN NEW JERSEY

The team is in place. Most are experienced professionals who have handled this kind of assignment before. It will take precisely three hours and must be done accurately... without a hitch. People of influence are about to be asked a question that will affect whether or not millions of dollars will—or will not—exchange hands along thousands of miles of highway, in dimly lit garages and plush offices from New York to Houston.

It can also affect the fortunes of expensively dressed men and women as they eat their evening meals in mosque-like villas on the edge of a desert sea, seven thousand miles away.

The moment arrives. Phones ring across state borders from coast to coast. Questions are asked. Answers are given.

When the data are complete and have been coded, they will be transmitted from an office somewhere in Washington, D.C. *The basis on which to measure,*

evaluate and decide what the wholesale price of gasoline and heating oil will be over the next 24 to 48 hours, will have been established.

The vital information source described here is Platt's Global Alert... one of the most authoritative voices on gasoline and heating oil prices in the U.S. (probably the world).

The people who gather and transmit this information in minutes, with extreme accuracy, are McGraw-Hill researchers. They are trained to deal with Real-Time Information gathering better than any other team in the business. They are pros... and this is only one of dozens of different kinds of research they conduct—every day of the week, every week of the year.

Above all, they know how to get the information you need in order to make profitable decisions—over the phone (even overseas). And we want to be your research company.

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Marketers track, understand teens with syndicated studies

Many people describe the teenage years as a time of growth, transition and change. Physical growth and change is only part of the story; many teens can be "different people" in a matter of months or from one year to the next in what interests and disinterests them, what they like and dislike, what they consider important and unimportant, what they find "in" and "out." Indeed, this volatile period of time possesses a real challenge to marketers who appeal in one way or another to the teen market.

How, then, do these companies stay abreast of this market, not to mention in perpetual tune with it? Moreover, how do some of them appeal to 13-year-olds while still attracting the 19-year-olds, a span of ages and individuals who are often times as different as night and day?

For up-to-date knowledge of teens, primary data is critical because it defines teens in the here-and-now. For all types of marketers, Teenage Research Unlimited (TRU) research services provide this kind of data.

TRU provides marketers with a base for tracking, understanding and reaching teens through primary, syndicated and customized studies. Together, these services give comprehensive, authoritative and timely data on the vital and changing teen market.

The firm's media/market studies are what it's best known for. These studies are fielded twice a year and provide a continuous tracking and invaluable

Editor's note: Teenage Research Unlimited's major services include media/market syndicated studies, an attitudinal syndicated study and custom studies. To supplement TRU studies and make their use more effective, TRU also offers on-line tape access, customized computer tabulations; interlock with PRIZM and ACORN systems to break-out data by geodemographic clusters and back data availability. Some of TRU's subscribers include, ABC Television, Bantam Book, CBS Records, Eastman Kodak Co., Frito-Lay, Inc., General Motors Corp., IBM Corp., Pepsi-Cola Co., Scholastic, Inc., Universal Pictures and Young & Rubicam/New York.

segmentation of the U.S. teenage market.

Included in the major study, whose primary users are advertisers, agencies and media, is a six-month update study which gives semi-annual tracking data. For each wave, there are 2,000 respondents between the ages of 12-19, with age and sex balanced according to U.S. Census data. The research methodology is a self-administered questionnaire with follow-up mailing to nonrespondents. On the average, the response rate is better than 50%.

To monitor the teen market, each wave consistently tracks certain significant questions. To offer subscribers continual flow of information, each major study also includes new questions and expands on existing ones.

In each major study, the following subjects are typically measured:

- 150 product categories: Usage/consumption, intended purchase and ownership;
- 90 magazines: Average-issue readership;
- All network prime-time and daytime shows: Average weekly/daily audience;
- Major cable networks: Availability

and hours viewed weekly plus viewing by daypart;

- Radio, newspapers: Format and section preferences;
- Economic power: How much teens earn, spend and work; checking accounts, savings accounts, credit-card access and usage;
- Purchase influence: How teens sway their families to buy a variety of specific products and services;
- Grocery shopping: Incidence, brand decisions and type of store;
- 35 non-athletic activities (time usage): Participation levels, from reading books and listening to recorded music to "hanging out," grocery shopping and using computers;
- 35 athletic activities: Measured for participation in the last year, first-time participation and favorite activities;
- Muscial artists: Popularity and familiarity ratings.

The TRU studies generate a large volume of data, serving many functions for the marketer. Besides providing up-to-date information on the teen market, the data provides demographic and lifestyle segmentation of the teen market and guidelines for

making creative media-buying and marketing strategy decisions. The data also demonstrates the importance of the teen market for particular product categories, customizes each wave to a subscriber's particular interests through the insertion of proprietary questions and targets geo-demographic clusters.

Attitudinal study

The attitudinal study investigates the issues that are important to today's teens. It's aim is to uncover their motivations and perceptions and tries to show how certain teen attitudes can predict consumer behavior.

The study looks into teen personalities in an attempt to understand teens as people and as consumers. Some of the issues the study explores are teen attitudes on friends, career, family, advertising, peer pressure, happiness, the media, dating, co-habitation, being alone, college and politics. Teens' answers to these questions serve a variety of functions for marketers, such as providing guidelines for making creative decisions and depicting different

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Understand Teens

Continued from page 7

teen personality types, based on attitude. Marketers can also develop an attitudinal profile of the teen users or consumers of a particular brand through the insertion of proprietary questions as well as provide a comparison of the attitudes of today's adult consumers with those of tomorrow, when used together with existing adult data.

TRU subscribers

MTV Networks, Inc., New York City, a national music video network

"TRU is a validator for other research we use internally. It helps us paint a picture." Ned Greenberg

whose audience is almost half teens, "has to stay in touch with this volatile market," says Ned Greenberg, research director at MTV. That's why TRU is an important part of its research data. "It's a validator for other research we use internally. It helps us paint a picture."

Greenberg, who was one of several speakers at a TRU seminar on teens last fall, shared his thoughts on advertisers' need to tap into the teen market and how MTV has been able to do that with TRU data.

"When describing the current teen market you need extra help. With TRU's help, MTV has been better able to profile teens. For MTV, the benefit has been to understand how to better communicate with this target group.

"MTV fits into the teen market by carefully studying TRU data. MTV has learned that changing family lifestyles in the past few years have led to the evolution of a new 'brand' of teenager. Significant increases in working mothers and single parent families have given rise to a teen who is independent, responsible and overall more socially conscious than ever before."

Statistics verify these facts. Greenberg says 66% of American teens fend for themselves and the family while

the mother is out working. Fifty-two percent of teenage girls are responsible for family shopping and half of those are brand conscious; 23% have taken full or part-time jobs.

Teens are also big spenders, says Greenberg. Last year, they spent \$70.5 billion-\$30.5 billion of their own money and \$40 billion of their families'. Teens' purchasing power is seen heavily in the supermarket and is growing in the home electronic industry. This information is a selling point for MTV in attracting potential advertisers.

"An advertiser can reach heavy concentrations of teens with MTV," says Greenberg. "Of all MTV viewers age 12 and older, teens represent 31.5% of the total audience."

Different folks

All teens are not created equal, that is, in their aptness to being MTV viewers.

"What TRU helps MTV establish," continues Greenberg, "is the fact that all teens are not the same. Heavy MTV viewers are on the go. They are more likely than the average teenager to attend concerts or movies, to participate in sports, to be heavy consumers and to be employed. MTV viewers are more acquisitive and influential than the average teen. When it comes to decision-making in the grocery store,

"One of the challenges that we face at Seventeen magazine . . . is to convince advertisers of the viability and affluence of today's teen market." Allan Kalish

teen MTV viewers play an active role."

Moreover, says Greenberg, across all product categories, MTV viewers are more likely than the average teen aged 12-17 to influence their family's purchase decisions for meals and snack foods.

This data leads to three conclusions about MTV teens which may show how advertisers can communicate with

this market, says Greenberg. "They have a fast-paced lifestyle, a key socio-psychological characteristic is their independence and they want to be communicated with on their own level."

Non-linear

MTV has learned that the TV generation processes information in a non-linear, non-narrative manner. The value of non-narrative messages is evident in the advertising industry because many ads are projected in this

"TRU data is effective on a sales call, in a trade magazine ad and as a general overview of the teen market." Allan Kalish

mode, says Greenberg. These ads create a feeling for the product rather than a logical argument filled with facts and claims. MTV has thus inaugurated this concept in three ways through its music videos. According to Greenberg, "they are all non-narrative, they all move very quickly with quick cuts and no transitions and they all feature music at the foreground - not the background - to create the all-important mood, a sense impression."

Moreover, MTV program features are confirmed by TRU data, says Greenberg. Its data show "Teens are more sophisticated than ever before, especially visually; teens are willing to explore new territory (they are willing to try to understand unconventional imagery) and teens want to be taken to their limits."

In conclusion, says Greenberg, TRU helps to prove MTV teens are a valuable market that is on the go, affluent, acquisitive, influential and can be exploited when communicated at their own level.

Seventeen magazine

Selling the teen market to advertisers is equally important to those at *Seventeen* magazine.

"One of the challenges that we face at *Seventeen*, and which I believe is shared by other teen-oriented media,

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Radio tracking study places

It's no wonder that farmers and others in the agriculture industry stay "in tune" with their market by being heavy consumers of radio broadcasting. Their livelihood often depends on the weather conditions and overall agriculture market; they need to stay in touch. For radio broadcast advertisers who want to reach farmers, this situation presents an ideal opportunity for them to get their message out and be heard.

Getting a spot (advertisement) out on the radio waves at certain times, with a certain frequency and within a certain geographical area, however, isn't a blindly executed "let's try this approach." Today, when advertisers decide to go with a particular radio station on a certain radio schedule, they expect that their message will reach the highest possible number of their target audience at the best times possible.

But expectations are different than guarantees. How, then, can an advertiser be assured his/her advertising dollar is being spent wisely on the right radio stations and schedules?

For Ted Haller, vice president/director of media planning at Kenrick Advertising, Inc., St. Louis, that is precisely what his company is out to do: Devise the most cost-efficient and cost-effective advertising schedules for its agriculture clients who adver-

tise in 100 geographical regions from Ohio to Kansas and the Dakotas.

Radio listenership

Haller's job isn't guesswork. Quite to the contrary, he decides the optimum combination of schedules to buy for his clients by analyzing the results of a syndicated tracking study of radio stations called the Doane Media Study, or more typically, "the Doane." The study was developed and marketed by Doane Marketing Research, St. Louis. Conducted at frequent intervals, the Doane provides reliable information on the reach and frequency of radio listenership among farmers in certain geographical areas.

The Doane's geographical scope divides the U.S. into two geographical areas with surveys being conducted in each area every other year. The 1986 and 1988 studies cover Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, South Dakota, Ohio and

Wisconsin. The 1987 and 1989 studies include the rest of the U.S.

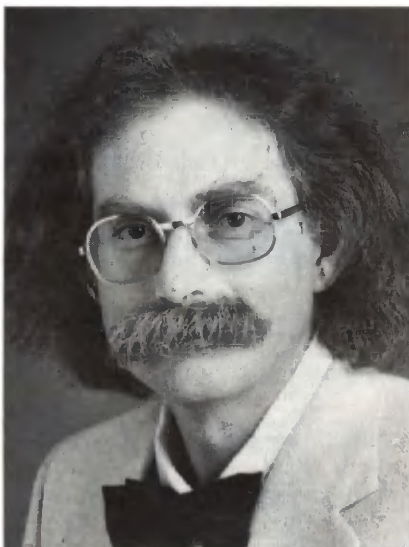
The study's participants are farmers with gross income from farming of \$40,000 or more. The minimum sample size for the study is 100 completed diaries for each radio station's service-area. Each radio station determines its service-area and these are determined before data is collected. Once a station identifies the counties to be included, it cannot change its list.

Insuring accuracy

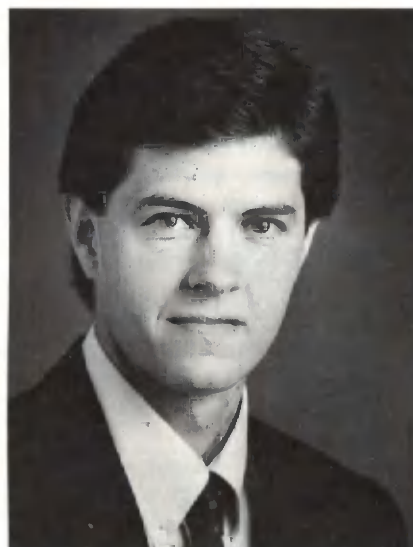
All station call letters, frequencies, dial positions and locations are verified through a database which has been established by DMR. To help insure the accuracy of each seven-day diary which the farmers fill out, all of its contents are checked against this database.

"In its simplest form, the Doane gives radio stations a projection in terms of the number of farmers listening to that station at a designated time

Editor's note: Doane Marketing Research Inc., St. Louis, is a full-service marketing research firm that specializes in serving the agribusiness industry. Since 1986, Doane has worked closely with a 12-member advisory committee composed of the National Association of Farm Broadcasters stations and their representatives, along with agency and company executives who help in evaluating all aspects of the Doane Media Study.



Ted Haller
vice president/director
of media planning
Kenrick Advertising, Inc.



Dave Travers
project director
Kenrick Advertising, Inc.

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Review

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spots more effectively

period in a certain geographical area," says Haller. "It identifies any changes in farmers' listening patterns from one study to the next and shows which stations are the strongest in a particular area."

Haller serves as the "buyer" for his advertising clients. He uses the Doane as a tool in deciding which radio spots to buy and how often to buy them. Haller says radio stations serve as the "suppliers" or the sellers. Stations sell themselves with the help of the results from the Doane. The hypothetical station WXYZ, for example, "places itself on a buy," in other words, goes to Kenrick in hopes of establishing an advertising contract with one of Kenrick's clients.

Perfect fit

Before such a pact is made, many variables must be considered to assure there's a "perfect fit" between advertiser and radio station. It is Haller's duty to most optimally "blend the market with the media.

"First of all, I want to see if a station coverage area is good and how strong it is. Will it add or enhance our chances of reaching the target audience? I also must decide if the station is in an area we want to target based on our clients' sales information for that area. Are these farmers the advertisers' target prospects? Also, does this station fit the advertisers' product category index and brand development index?

"As it's syndicated, the Doane comes out in a blue-sheet form, a farm broadcasting statement that individual stations put out," continues Haller. That sheet gives a variety of percentages. One is the strength of a station in relation to listenership at a particular time, for example, 5:30 a.m.-8:30 a.m. every weekday morning. Another is the percentage of any listenership or Cumulative Audience (CUME) at any time during the week also between this block of time.

Study variables

For the first variable, says Haller, a radio station may have an average listenership rating of 21.2%, meaning on average, 21.2% of all farmers are listening between 5:30 a.m.-8:30 a.m. every weekday morning at any given time during that period. For the second variable, a station may have a CUME average rating of 49.2%, meaning, at some point during the week and during this time block, 49.2% of all farmers are listening to this radio station. The difference between the two is known as a turnover.

"The turnover is important because with that information we can calculate how many spots to buy," says Haller.

A third variable is what's known as the total station CUME, which gives the total listenership of a radio station during the week between 5:00 a.m.-7 p.m. That same station, for example, may find that its total target audience during this time period is 57.4%. Since its early hours' listenership CUME rating is 49.2%, it is obviously the most optimum time block in which to place a spot.

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Chuck Lilligren, the farm broadcaster for WCCO-Radio, Minneapolis, can be heard every weekday morning doing the farm report. WCCO-Radio has a multi-state farm market audience.

Research boosts knowledge

What is a laser?

Virtually half of all adults will suffer from hemorrhoids in their life-time. Until recently, very few treatment options were available for these patients. Today, over 90% of hemorrhoid sufferers can be successfully treated without surgery or on an out-patient basis. One such recent development in treatment is laser.

Laser can best be defined as a high intensity light beam, which can be precisely focused on a tiny area of tissue, vaporizing or excising it without significantly affecting the surrounding healthy tissue. Because of this precision, patients usually feel less discomfort and the healing time is essentially reduced. For some patients, laser can mean the difference between a five-day hospital stay or an overnight hospital stay.

Another treatment is infrared photo-coagulation. Similar to a laser procedure, infrared is a light beam less intense, that shrinks the tissue, destroying the diseased areas. This procedure is commonly done on an out-patient basis. These and other treatments are provided by Kendrick Colon & Rectal Associates, an out-patient, group practice with offices in Mooresville, Kokomo and Muncie, Ind.

Kendrick Colon & Rectal Associates, an out-patient, group practice with offices in Mooresville, Kokomo and Muncie Ind., had recently begun doing laser surgery for its patients who suffer from hemorrhoid problems. The technique is state-of-the-art and has tremendously decreased the amount of pain traditionally associated with this type of surgery. Unfortunately, many people who could benefit from this new surgery technique were unaware KC&RA provided the service.

With market research and advertising, however, the group has been able to increase its patient load considerably. In fact, after the group began running print advertising in December, 1986, through February, 1987, it attracted 100 more patients each month between January and March than it did last year and, within 60 days, recouped the entire cost of the market research project.

Prior to embarking on its market research campaign in the fall, 1986, the clinic wasn't bringing in as many patients as it wanted for several reasons. Even though the group has 6,000 patients, its 15-member staff (five physicians and 10 support staff) never advertised and thus were virtually "unknown." Instead, the group relied heavily on the way many physicians and group practices have traditionally attracted more patients - from patient referrals and word-of-mouth. According to Sally Stellhorn, office manager at KC&RA, 98% of its business is gotten this way. Furthermore, the physicians were leery of advertising because the medical community has "just never done it. Besides," adds Stellhorn, "how do you advertise something like hemorrhoids?"

There was yet another reason why the patient load wasn't increasing:

Physicians outside of the practice were unaware of the services KC&RA provided and thus were not referring any new patients.

Market opportunities

Although KC&RA believed patients would utilize this type of surgery, the group wanted to find out if there were market opportunities for the product, how big those opportunities were and if there were any weaknesses in the product. It was also interested in finding out if any competitors were offering the same type of service. Moreover, it wanted to find out how it could improve any service weaknesses with its current patients, such as long waiting periods and, improve its information channels to other physicians and the public so as to attract more patients.

To get some answers to these questions, the group sought the help and advice of a Michigan-based market research firm. Prior to the group's initial contact with the firm, the physicians and support staff got together and outlined their marketing goals:

- (1) Increase the number of patients the group was currently seeing by 10%;
- (2) Direct information to the referring patients to let them know what the group does and what it specializes in;
- (3) Change the atmosphere of the office to let patients know that the physicians and support staff have a sincere concern for them.

Preliminary research

Stellhorn says initially, the researchers interviewed the support staff and physicians to find out what they do, what the group was like and what they wanted the referring physicians to know about the group. The researchers also contacted some referring physicians to find out what they wanted to

of laser surgery

know about KC&RA.

Next, the researchers conducted a patient satisfaction survey to find out from the group's patients if there were any service problems, any sensitivity to going to a hemorrhoid physician and in recommending a hemorrhoid physician to the patient's family or friends.

From the physicians, the researchers wanted to find out what their goals were, how many hours they were willing to work, what kind of patient inquiries they were getting, how they were following up on those inquiries and, what their patient-relationship skills were like.

Next, using the group's patient list, the researchers conducted a telephone survey of 400 KC&RA patients to get their impressions of the group and their satisfaction with the kind of service the group provided.

The types of questions the researchers asked the patients were: How did you learn about the group? What were your impressions of it? How do you feel about the physicians? What procedures were performed? What kind of service and care did you receive?

Stellhorn says the patients did not give the group any negative comments but said they needed information about the group's laser surgery technique, what the technique was about and what it was capable of doing. The patients also wanted to be reassured that the surgery was less painful than other traditional hemorrhoid surgery procedures.

Print advertising


For the first time, from December, 1986, through February, 1987, the group began running ads in suburban newspapers, union publications and trade magazines. The ads explained the laser surgery technique and reas-

Continued on page 16

**NEW LASER PROCEDURE
ALLOWS FASTER RECOVERY, LESS PAIN**

**Now,
instant relief of
HEMORRHOIDS
through LASER**

**Kendrick Colon and Rectal Associates uses advanced
technology and LASER to make hemorrhoid treatment
easier and more comfortable than ever**



With advanced laser technology, Kendrick Colon and Rectal Associates' physicians can remove hemorrhoidal tissue almost instantly.

The laser light sterilizes and vaporizes hemorrhoid tissue so precisely that surrounding tissue is unaffected.

- Healing time is more rapid
- Need for medication is reduced
- And pain is considerably less

Don't suffer any longer. Discover relief from painful hemorrhoids.

Call toll free 1-800-222-7994

Convenient locations in Mooresville, Kokomo, Muncie

KENDRICK COLON AND RECTAL ASSOCIATES
Advanced technology...with a human touch

Copyright 1987 by Professional Practice Builders, Farmington Hills, Mich.

sured people that it's a less painful, easier and more comfortable surgery today compared with what it used to be. Some of the ads also pointed out that the surgery is something that many times may be performed on an out-patient basis, thus eliminating the need for a lengthy hospital stay and, that other non-surgical alternatives to hemorrhoid care are available.

One ad which appeared in the *Indianapolis Star and News* and the city's suburban newspapers read: "Advanced techniques, modern equipment, skilled physicians and the miracle of laser now make hemorrhoid treatment easier and more comfortable than ever before.

"There are several types of hemorrhoids, but they all have one thing in common: they can be treated..." "Now painful hemorrhoids can be cured with brief, comfortable treat-

ments..." "Don't suffer needlessly..." The ad ends with "KENDRICK COLON AND RECTAL ASSOCIATES, Advanced technology...with a human touch."

Patient brochures

In addition, the group mailed out patient information brochures which explained the technique and even installed an "800" number so people outside the city, where many of the group's patients are from, could call for more information.

The number of calls the group has received with the "800" number is "overwhelming," says Stellhorn. The group has attempted to track all the telephone calls to find out where people have seen or heard about KC&RA but at times the lines have become so jammed that they have been unable to question each and every caller.

Stellhorn says the referrals from other patients have also improved, probably because of the visibility of the ads. To continue to boost referrals and to improve communications, KC&RA has started a newsletter which is sent regularly to outside physicians with information about the group and what it does.

KC&RA has been treating patients with hemorrhoids and other colon-rectal problems for several decades. According to one KC&RA physician, "Today, we are seeing the sons and daughters of patients we treated 20 years ago. They are understandably surprised that we offer laser and other advanced treatments, because they remember coming to see us with their parents. We feel that it is our responsibility to offer the most advanced and comfortable treatment alternatives."

Editor's note: The consultant for Kendrick Colon & Rectal Associates referred to in this article is Professional Practice Builders, a Farmington Hills, Mich., firm. MRR

New QCS Insta-Data™ Delivers Fast, Accurate Data From Mail Intercept, Pre-Recruit Or Phone Interviews

Now, get your survey data faster than ever. With INSTA-DATA, QCS' computer-assisted interviewing system

INSTA-DATA eliminates the paper questionnaire. Your complete data is ready 24 hours after the final interview!

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addition, you can choose your data format whether it be disk, tape or we'll transmit to your computer. And, the cost is no more than traditional paper questionnaires!

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**THE
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Budget for living data

By Harris K. Goldstein

Rodney Dangerfield and marketing research practitioners complain they get no respect. Rodney could switch deodorants and try to do something about his nervous twitch. Researchers might want to budget for some of the new tools designed to galvanize management's appreciation of the profession.

Knowledge is still power

We are in the "marketing decade" of the "information age." As marketing researchers, our mandate is to gather, synthesize, and communicate facts and figures from which conclusions can be drawn. The statistics and data we gather have direct bottom-line implications. Yet, the majority of the marketing researchers I have met over the past 20 years, from both sides of the desk, are concerned that their efforts are under-utilized and often misunderstood. The annual Survey of Marketing Research Directors, by Data Development Corp., substantiates my observations.

Weatherman analogy

Once upon a time, the weatherman also had a "respect" problem. People were not concerned about the accurate forecasts, just the inaccurate ones. But the tools-of-their-trade improved. Satellite generated, computer-enhanced graphics provided better forecasts in a visual format. Abstracts took on tangibility. People could "see" weather data from a new perspective, one that was more consistent with the realities they experienced.

Many of the researchers' tools are like pre-satellite weather data. Conventional techniques, especially repetitive ones, do not enhance management's appreciation of our efforts. Rather, most managers choose to remember the poor prognostications.

Reality: multidimensional

Most marketing managers agree they are operating in highly complex, dynamic and competitive environ-

ments. Customers are moving targets. "Segments and niches" are searching for their own definitions of value. Choices and decisions are influenced by many interrelated issues. We simultaneously weigh such factors: Price, brand image, guarantees, features, appearance, time convenience, size, rebates and/or incentives. Conventional marketing research is often very lim-



Harris K. Goldstein is president of Trade-Off Marketing Services and has more than 20 years of experience in consumer behavior research. He has completed more than 1,000 marketing research and strategic planning assignments, including work in new technologies, finance, food service, retailing, grocery products, insurance, travel/entertainment/leisure and media marketing. Goldstein has worked with a full spectrum of client companies, including more than 50 of the top Fortune 100 advertisers and 15 of the top 25 Advertising Age agencies. He has also been an executive with Columbia Pictures, Times Mirror Satellite Programming, Young & Rubicam and Market Facts, Inc. He frequently lectures at USC, UCLA and Stanford University.

ited when it comes to determining which feature, or bundle of benefits, will influence the buyer's purchase process.

New tools

Computer interactive perceptual mapping and conjoint analysis are being proven as effective tools for uncovering what makes people ultimately accept or reject a product or service. The combination of computerized interviewing and subsequent comprehensive analysis provides the manager with highly visual evaluation of how people perceive and weigh their options.

These tools are actually "packaged statistical processes." The basic techniques have been used for years. However, they were perceived as expensive, lengthy and very complicated. But the advent of today's PC programs means we can harness the power quickly, accurately and inexpensively. A researcher need not be sophisticated in psychometrics to provide managers with graphic depictions of market dynamics. The procedures with interactive simulation/modeling capabilities turn the numbers and statistics into living databases. Researchers and managers can "talk" with their customers and ask a wide variety of "what if" questions.

The old Indian adage says walking in the shoes will give the measure of a man. The risk of marketing products in today's competitive economy is high, requiring that the marketer understand what is going on in the customer's head, heart, wallet and footgear. PC-based perceptual mapping and conjoint analysis plugs managers directly into the decision process.

Get a budget

Everyone is seeking a competitive edge. Living databases are available today. Management can interact with their customers as never before. But

Continued on page 51

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Balancing needs with available resources is very often overlooked. Too often we tend to focus our attention on one aspect of the operation and neglect other, equally important areas. Doing so may cause significant problems and result in data which vary greatly in reliability. I recall one incidence where all the eggs were put into one basket resulting in great chagrin.

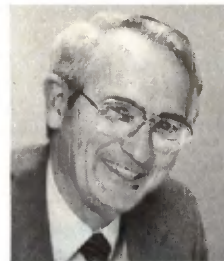
A number of years ago I was research director for a publication which served the nursing home and extended care industry. The editorial board of the publication asked me to develop an annual survey of the market which could be used as the major feature in every December issue. Because delivery of this issue coincided with the holidays it had always had a lower readership than other issues. The

board believed the information from an industry-wide survey would be of considerable interest to subscribers and thus increase December readership.

The industry served by the publication ranged from senior citizen residential type apartment complexes to skilled nursing care facilities. At that time definitions and national standards had not been established. The industry was in a period of explosive growth, and while there was great interest in our establishing some type of norms, no agreements as to terminology could be reached prior to the date of our first mailing.

The budget available for the study was limited. In addition, we had very tight time constraints. The data had to be available to the editors six weeks prior to publication in order to prepare

By Tom Quirk
publisher



the tables and accompanying editorial comments.

At the time of publication we provided full disclosure. Known flaws in the data were pointed out. In one specific area - cost estimates - we took great care to inform the readers that standards for costing had not been established within the industry and we had had to rely on each respondent's interpretation of the question. Thus, some respondents provided only out-

Continued on page 22

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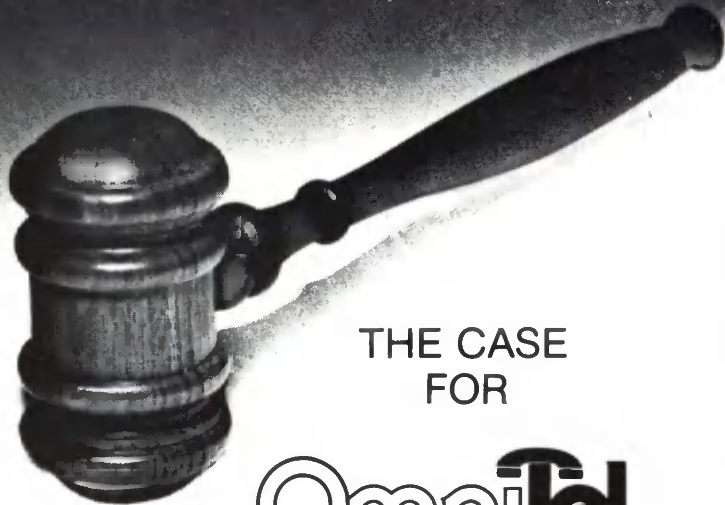
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SUPPLEMENTS

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BENEFITS

Use of exhibits, cards, scales. Personal interviewing at a fraction of custom costs. Demographic breakdowns included.

IN SUMMARY

12,000 in-home, personal interviews each year.

THE CASE FOR



METHOD

Telephone Interviewing

FREQUENCY

WEEKLY (every Friday)

SAMPLE

1000 interviews. 500 females, 500 males, 18 and over. A national random digit dialing (RDD) sample of U.S. households.

SUPPLEMENTS

Teens, children, ethnic groups.

BENEFITS

Results delivered 3-4 working days from start. Low cost. Demographic breakdowns included.

IN SUMMARY

52,000 telephone interviews each year.

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of-pocket operating cost data while others showed operating costs, plus depreciation, cost of capital, and other similar items.

The project was successful in increasing magazine readership. Because of this achievement, the survey was included in the editorial plans for the following years and improvements

were made in the survey instrument and the methodology. The cost estimates continued to be a problem but readers asked us to continue to include them. We did so reluctantly and always noted, with the published results, a warning that no standards had been established and the data should be used with great care.

Approximately four years after we had begun this study, I was contacted by a federal government official who asked a few perfunctory questions

about the study. After I had provided the answers, this person inquired about the possible availability of the data prior to publication. When I requested the reason for the government's need for this information I was told it was being used as the basis for estimating costs for nursing care.

The reason for requesting this information ahead of publication was that the government agency had previously been using the data which was almost one year old. Obtaining the data earlier would improve the reliability of its projections, the agency believed.

I was dismayed. I suggested that we had rejected the idea of projecting the data because of the inconsistencies in reporting and stated our concerns in the methodology which accompanied the data. Why would this agency ignore this warning?

The answer I received was distressing. It seems the agency had been able to fund previous projects. Funds for new projects and programs were available. Thus, the agency could continue to spend upwards of one million dollars or more annually studying certain aspects of the health care market but no money was available at that time for the fastest growing segment of the market.

All of this was going on while Congress was making basic decisions on Medicare programs. The agency involved was using the above mentioned data as the basis for health care related expenditures in the U.S. It is no wonder that officials have never been able to get a proper handle on what the government should be providing and what it is going to cost. If a proper balance of resources for research expenditures had been made the legislation might have been significantly different and more cost effective. MRR


Boredom is reason for dropping out

According to a survey by the National Assessment on Educational Progress, Response Analysis Corp., 15% of surveyed young adults said they had not completed high school for the following reasons:

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- Grades, 4%
- Finances, 3%.

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Survey Sampling, Inc., Fairfield, CT, announces several promotions: **Mark Lamb** to sales manager from senior account executive/business development; **Beth Wallace** to manager of product services from senior account executive/team leader; **Gwen Kaplan** to senior account executive/team man-



Medlin

Sotzing

ager from senior account executive/team leader; **Jane Damschroder** to project director specialist from senior project director; **Terry Medlin** to vice president systems from director of systems; and, **Jim Sotzing** to director of the directory data division from manager of marketing development.

Maria K. Koba has been appointed director of data processing at The Vanderveer Group, Inc., a full-service marketing support and research organization based in Fort Washington, PA. She will initiate and oversee the development of computer-aided design interviewing (CADI) and all systems management pertaining to the quantitative needs of pharmaceutical, utility, telecommunications and financial industries.

Dale Watts has joined the Atlanta office of The Vanderveer Group, Inc., the psychology-based marketing research firm, as senior consultant. He was formerly vice president, director of research at Burton-Campbell, Inc.



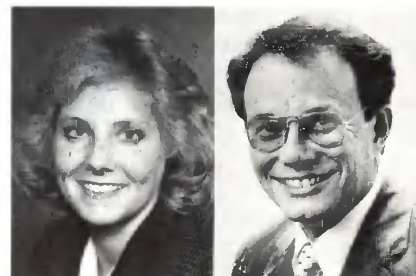
Koba

Watts

Susan A. Miller has been promoted to account executive from client service executive with Nielsen Station Index in Atlanta. Susan joined NSI in 1985 as a client service executive. She was formerly sales coordinator with Turner Broadcast System and was with CNN Headline News and Cable News Network.

Alpha Research Group, Chicago, has been acquired by Maritz Marketing Research. Alpha will continue operations as the Chicago division of Maritz Marketing Research under the management of **R. Bruce Westcott**, former owner and president of Alpha. Alpha specializes in consumer packaged goods and services marketing research.

IMI Research Corp., Minneapolis, has promoted **Karla Rains** to account director. She was previously senior project director.



Rains

Richard

Adam Richard has rejoined the syndicated studies division of Simmons Market Research Bureau as executive vice president of micro-computer applications of Simmons research products. Foremost on his agenda is CHOICES, Simmons' entry into micro-computer technology. Richard returns to Simmons after a four-year absence. He spent two years at *Newsweek* magazine as director of research. Prior to that he was vice president and director of research for *Family Circle* magazine.

Public relations firm **Hill & Knowlton** has entered into an exclusive joint marketing and client service agreement with **The Wirthlin Group**, the national survey research firm. The Wirthlin Group, a Virginia-based firm, develops and assesses strategies in marketing, advertising and com-

Continued on page 26

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munications. Both firms remain separate corporations, providing their services to their current clients. However, under the agreement, each company will promote and support the services of the other. Strategic Information Research Corp., Hill & Knowlton's survey research subsidiary, will continue to manage ongoing projects within the firm which are not

assumed by The Wirthlin Group, and also coordinate within Hill & Knowlton new projects initiated under Wirthlin's direction.

Decision/Making/Information has become The Wirthlin Group. The Wirthlin Group serves clients from headquarters in McLean, VA, and from field offices in Princeton, NJ, Chicago, and Santa Ana, CA. In addition, the company maintains a 100-station telephoning center in Provo, Utah.

Armour Pharmaceutical Co. announces a change of address: Suite 4000, One Sentry Parkway, Blue Bell, PA 19422. The company has also named **Fedela Ingegneri** director of marketing search.

The following individuals have been promoted at Simmons Market Research Bureau, Inc. **William Cook**, to executive vice president; **Kay Wall**, to executive vice president, sales and marketing. **Ellen Cohen** will head the Simmons custom media studies. She was formerly vice president of the media studies division.

Opinion Research Corp. announces the promotion of **Debra A. English** to research associate in the company's market research division. She will be involved in a wide range of custom-designed market research projects, with special emphasis on those involving multivariate analytic techniques. English joined ORC in 1984 as supervisor of the coding department and was promoted to research assistant in 1986.

Candice Longcore has joined National Decision Systems (NDS) as Infomark account manager in the Northeast Region. Prior to joining NDS, she was employed with Dun & Bradstreet, most recently in the Donnelley Marketing Information Services division as marketing manager for their Conquest product line.

Robert Rash has been appointed director of national sales at the Commission on Professional & Hospital Activities in Ann Arbor, MI. Rash was formerly director of sales and marketing for SysteMetrics/McGraw-Hill in Santa Barbara, CA.

Donald Ebel has joined FIND/SVP, New York City, as managing director of the new Strategic Research Division. Most recently director corporate planning for publisher John Wiley & Sons, Ebel has experience in consulting, market research and operations management. Working with Ebel will be senior research director **Ralph Diaz** who will direct research in industrial, technical and international areas and research director **Andrea Haller** who is in charge of the group specializing in consumer and health care subjects.



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PC-SURVENT

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CRindex is a topically organized, menu-driven database that contains the correct wording and overall responses to every question asked in the Cambridge Reports series of quarterly national consumer and public opinion surveys that were initiated in 1974. This comprises about 10,000 questions complete with the

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ceptions and attitudes about economic, public affairs, business and consumer issues. This is the basis for CRindex. Contact Cambridge Reports, Inc., 675 Massachusetts Ave., Cambridge MA 02139. (617) 661-0110.

Consulting firm

James J. Sears Associates is an analytic business research and consulting firm. The company gathers both primary and secondary data and prepares analyses and action reports based on its research findings. The firm concentrates on competitive strategic research, consumer research - field interviews, executive search, interviewing services, advertising and public relations, health care products, banking and insurance. Contact James M. Sears Associates, Hoboken Land Building, No. 32, One Newark St., Hoboken NJ 07030. (201) 653-5692.

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Desktop survey system

National Computer Systems announces the introduction of Survey Network, a publishing system that allows the user to design and print scannable questionnaires, then provides for rapid entering and retrieval of data. The software functions are set out in clean, intuitive and uncomplicated screens which makes it possible to design the questionnaire on the screen of an Apple® Macintosh™ microcomputer. The questionnaires are printed on NCS® open-format scanning forms with

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Computer mapping package

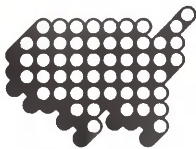
Strategic Locations Planning and STSC have announced a joint publishing agreement whereby STSC will publish and market a new version of the Atlas microcomputer mapping package developed by SLP. The new product, ATLAS-



*GRAPHICS, will be a menu-driven, general purpose package which will offer improvements in speed, flexibility and ease of use over existing versions of Atlas, the mapping package originally introduced by SLP in 1984. Contact John Krizek, Strategic Locations Planning, (818) 846-3300.

1992 projections

National Planning Data Corp. has released its 1987 UPDATE products - 1987 estimates and 1992 projections of population, households, income, age, age-by-income and race. These 1987 UPDATE products are offered for a wide selection of geographies including Census tracts, minor civil divisions, places, counties,



metro areas, ADIs, DMAs, and 5-digit AIP codes. Data will be available on print, on magnetic tape and on diskettes and will also be accessible on-line via National Planning Data's MAX demographic timesharing system. Contact Regina Deschere, National Planning Data Corp., P.O. Box 610, Ithaca NY 14851. (607) 273-8208.

Personal computer report

The impact of the new generation of PC products and programs in the marketplace is analyzed in Future Computing's feature report entitled "Making Sense of IBM's Personal Computer Strategy: 1987 and Beyond." The report looks at the market dynamics, IBM's product positioning, the announcements' impact on the major compatible and clone vendors, and IBM's new distribution strategy. Future Computing's

35-page report includes graphs, charts, and a market forecast. Contact Lucinda Washington, Datapro Research Corp., 1805 Underwood Blvd., Delran NJ 08075. (1-800) 328-2776.

Electronic dictionary

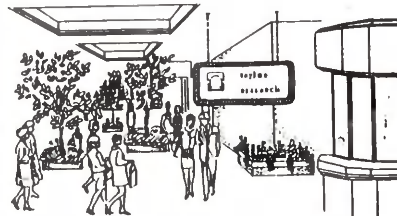
A 15% introductory discount on PC Type Right was announced by Xerox Corp. It will be in effect until Sept. 30. PC Type Right is an electronic dictio-

nary for use with IBM and IBM-compatible personal computers that checks spelling as text is being typed, can be installed in seconds and uses no random-access memory, disk space or expansion slots. PC Type Right checks spelling against a dictionary of 100,000 words in less time than it takes the typist to depress and release the space bar. It includes a 1,200-word personal dictionary. Contact C. Dunlop, Xerox Corp., Xerox Square, Rochester NY 14644.

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Software program helps Gillette save time, money

The Gillette Co.'s personal care division, which generates more than 50 market surveys each year, has become more efficient as a result of using a new software program to analyze survey research data, says Irwin Blau, division research manager at Gillette.

The product, A-CROSS, is a PC cross-tabulation program published by Strawberry Software, Inc., Watertown, Mass. The program prepares cross-tabulated material in spreadsheet form and brings multi-tasking functionality to application software for the first time.

"Our surveys elicit consumer reactions to new, existing and competitive products and advertising," says Blau. "The software program gives us the ability to access the data ourselves and to create whatever tables we want created."

According to Blau, prior to using A-Cross, Gillette's personal care division relied exclusively on outside research services for its cross-tabulation.

"We wrote the surveys and the outside market research firms collected and cross-tabulated all the data," says Blau. "Then we wrote our reports."

"But no matter how we tried to 'spec' out a job beforehand, we could

never anticipate every conceivable table we would need and ordering new ones would take several days and was very costly," says Blau.

Ordinarily, this scenario posed few



The Gillette Company

problems, says Blau. But on those occasions when additional tables were needed quickly, Blau was forced to delay his final reports.

Creating tables

"We used to go back to the research firm for 10 or 15 more tables and then wait a week," he recalls. "Our only other choice was to have employees pull data manually and that was a process fraught with error. We knew that if we could find a way to cross-tab ourselves, we'd be able to create our own tables in less time and at a lower cost. The major obstacle was in finding a program that was both powerful and easy to use."

In 1985, Blau tested two PC soft-

ware programs that claimed cross-tabulation features. The first, he reports, was functional but very confusing to use. "It wasn't menu-driven," says Blau. "You had to know a certain language to use it and if you didn't know this, you really couldn't go very far."

The second program tested, says Blau, was not a "full blown" cross-tabulation package. "It ran marginal tabulations with coded counts, rather than complete cross-tab explanations. It also was command-driven and the burden of using it far outweighed the benefits."

Blau learned of A-CROSS in mid-1986 through a market research consultant. At the time, A-CROSS was under development and Gillette was about to launch its annual National Consumer Survey, a broad-based study examining consumer buying trends in several market areas.

A short time later, Blau and six other Gillette personal care division research professionals began using the software program to perform cross-tabulations. They experienced none of the difficulty witnessed with the two packages tested previously.

Fast learning

"A-CROSS took about an hour for

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us to learn and was very fast," Blau recalls. "You can produce finished tables without having to worry about checking numbers or type. You can use the finished tables directly in reports."

Blau's department still uses outside research services to amass research data and perform fundamental cross-tabulations. Typically, his staff will use A-CROSS to create tables not addressed in market research studies conducted through market research firms.

Efficient use

In one recent four-city study, Blau



Irwin Blau
division research manager
Gillette Co.

was able to use the software program to respond to a Gillette request for immediate preliminary results. "I put my finished data tables into Lotus and ran graphs on them without ever pulling a number out of a book," says Blau. "The whole operation took only a few hours, as compared to the week it would have taken if I had asked a market research firm to do the work."

"A-CROSS has made us much more efficient," concludes Blau. "The program's ability to give us access to data and generate our own tables could potentially justify the cost in one run. Plus, it's a lot faster and easier to use than the programs we had tested previously." MRR

65 executives quit

Recruiter Tarnow International says that 65 chief executives of the 500 largest corporations changed jobs last year. Most of them were urged to do so.

Harvard students opt for entrepreneurship

"There's much less belief that going in and being a good person and doing a good job will provide you with a long-term payoff," says Howard Stevenson, a professor at Harvard Business School, in a recent Wall Street Journal article.

He refers to a survey last year which showed that 90% of Harvard Business School students hope to run their own

businesses some day. No comparable data from earlier years is available. However, evidence indicates that only 60% had such goals 10 years ago.

It's not the most favorable trend for corporations. According to Ralph Frederick, General Motors' general director of personnel development, "The very best students tend to be more willing to leave an employer if that employer isn't providing them with opportunities to fulfill themselves."



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Networking not useful

More than half of surveyed corporate women officers don't believe networking in professional women's groups helps advance women's careers.

Seat-belt use quadruples since '82

Currently, almost two-thirds of U.S. adults (65%) say they buckled up the last time they rode in a car, a Gallup Organization poll shows. This figure is up significantly from last year's figure of 52% and is almost a four-fold increase since 1982 when just 17% used their belts.

Public acceptance of seat belts has been slowly gaining. In 1973, Gallup's first audit, 28% reported wearing their belts. Regular use, however, fell to 22% in 1977 and to 17% in 1982. Since then, more and more people have begun using the safety device, presumably urged by mandatory seat-

belt legislation. Currently, 27 states and the District of Columbia have the law and another six states have legislation pending. Just two years ago, only New Jersey and New York had compulsory seat belt laws.

The recent Gallup polls show a higher level of reported seat-belt use by residents of those states with mandatory seat-belt laws (72%) than residents of other states (47%).

The findings from the latest poll are based on telephone interviews with 506 adults, conducted in scientifically selected localities across the nation during from May 11-17. For results based on samples of this size, one can say with 95% confidence that the error attributable to sampling and other random effects could be five percentage points in either direction.

In addition to sampling error, the reader should bear in mind that question wording and practical difficulties in conducting surveys can introduce error or bias into the findings.

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Chevrolet revises stereotypes of female car buyers

Women represent 45% of all automobile buyers but influence a total of 87% of purchases, according to the Chevrolet Division of General Motors. These figures have caused Chevrolet to issue new guidelines to oppose old stereotypes their sales force may have about female customers.

According to Chevrolet, female customers are classified by the following categories:

- Value seekers - 19.9%. This group is optimistic and aggressive, seeking low operating cost but wanting dependable and maneuverable vehicles.
- Enthusiasts - 17.9%. They seek sporty, stylish performance cars; 87% prefer domestic to foreign makes.
- Comfort seekers - 16.6%. They want safety and dependability most and favor domestic cars.
- Luxury seekers - 15.4%. Confident and self-assured, they want style and luxury. They do not prefer domestic cars.
- Budget-minded - 13.1%. They want low-cost, reliable transportation.
- Domestic budget-minded - 17.1%. They pay the second-highest average purchase price (\$12,398) and admit they overspend on their cars. But they see the cars as rewards and get full-sized, fully equipped models.

Dancing raisins surpass Doughboy in popularity

Move over Poppin' Fresh, you've been surpassed in popularity by the dancing California raisins.

According to a recent survey by Market Evaluations, a New York-based market research firm, the giggly Poppin' Fresh Pillsbury Doughboy is no longer the most popular animated product spokesman.

The survey, Cartoon Q, ranks such characters' popularity. For the first time since the firm began evaluating the competition in 1983, the Pillsbury Doughboy lost out in the fall survey. The winner: The California Raisin Advisory Board's singing raisins (who dance to the tune of "I Heard It Through The Grapevine") by a 44% to 40% margin.

President of Market Evaluations, Steve Levitt, says the gap in the April study was even stronger with the Raisins now ahead 55% to 37%.

According to Levitt, the Cartoon Q, or quotient, rating is determined by a national consumer panel of people six years old and up. The standings of the 325 cartoon characters tested are determined by the percentage of respondents who say the spokesman is "one of my favorites." The information is useful to agencies and advertisers in evaluating licensing fees and determining the success of a campaign.

The raisins may be popular now but how long will it last, questions Johnny Thompson of Pillsbury public relations.

"I wished they had asked which one of the two characters is most long-lived. I guess I'm not sure how long (the raisins) will last."

But Poppin' Fresh has other competition to worry about. Results from the April survey show the Doughboy has fallen into a three-way tie for second place with Domino Pizza's Noid and Lever Brothers' Snuggles.

Despite this, Cartoon Q shows that the Doughboy has maintained its position over other well-known characters as Tony the Tiger (31% approval in the fall survey), Charlie the Tuna (27%), and the Keebler Elves (25%). Two other Pillsbury characters Poppin' Fresh beat in popularity were the Jolly Green Giant (22%) and Sprout (24%).

Morale decreasing among federal executives

Morale among federal executives is on the decline. A Federal Executive Institute Alumni Assn. survey shows that of 1,364 government managers, 61% wouldn't propose a federal career for young people. That's up from 51% a year ago. Agency morale was considered low among 51% of the surveyed, compared with 41% a year earlier.

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Radio Tracking

Continued from page 13

By segmenting out these various percentages, the Doane can increase the effectiveness and accuracy of placing an ad by as much as 75-80%, says Haller. "What it can't do, however, is tell us the best way to buy."

Increase effectiveness

Dave Travers, project director at Kenrick, has helped solve this problem by developing a software program that is integrated with the Doane. Because of the sophistication of the system, it is able to increase the effectiveness of placing spots at the right time. "We feel very confident that over 90% of the schedule is effective as opposed to only 75-80% on other systems," says Haller.

"What our program does is use the turnover number to determine how many spots are needed in that day to make sure the advertiser is reaching the target audience, with what frequency the advertiser is reaching the audience and to make sure the message is being delivered at the best time possible. In other words, from a media standpoint, we can increase the effectiveness of the advertising spots by knowing how much is enough in order to reach our target audience."

Continues Haller, "Our system shows us that for the same amount of money, we can usually increase the effectiveness of a schedule by as much as 20% just by rearranging the spots for the best way of being heard."

The basic form of this software program is being marketed to others, says Haller. One deviation of the program which the firm isn't marketing is what Haller calls "RANDI" (Random Audience Duplication Index). This component can do two things: Load an in-

dividual listening pattern or let RANDI simulate listenership to the radio itself based on the parameters of the Doane study.

"RANDI enables us to load in the radio schedule what we're about to purchase and predict if a farmer is listening to our spot. We can then compare the listening patterns on all the stations that have a Doane report with the Doane audience listening patterns for each station and we can see what's the best schedule to purchase." Adds Haller, "It determines how many spots we need and the best way of getting the message out and in front of the listeners." MRR

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Employee surveys spark decision to establish child care

By Beth E. Hoffman
managing editor

If an employee at Dominion Bankshares Corp. in Roanoke, Va., wants infant day care at the corporation's in-house center, that individual has to go on a waiting list. Twenty-five other employees with infants are waiting for that service, too; 17 of them have yet to give birth.

Located at the company's operations center, Dominion Child Development Center, as it is more appropriately called, has obviously received overwhelming support from the 1,500 employees who work for the Roanoke Valley Bank. That support and enthusiasm for the center was uncovered about five years ago when an employee survey revealed on-site child care facilities were needed and wanted.

The survey, developed by one of the bank's employees, was a kind of springboard for a second, more comprehensive survey initiated by the bank itself and which resulted in a 5,000 square-foot corporate-sponsored day care center.

Preliminary research

In 1981 Sandra English prepared a management training school paper entitled "Corporate Day Care Centers - A Feasibility Study" for Dominion Bank Corp. The study investigated the problems employees faced getting infant care and quality care.

Of the 550 men and women to whom English gave the questionnaire, 379 responded. Of those, 75 had children five years old and under and 63 said they would enroll their child in a corporate day care center at the center.

Other survey results showed that 63 indicated having plans to have children in the next three years. Of the 63, 55 said they would enroll their children in



a corporate day care center. Of the 379 responses, 122 made favorable comments concerning the possibility of a day care center.

English's research further revealed that currently there was no private day care facility in the Roanoke area providing care for infants. The main reason for this is because the cost of caring for infants is much higher than the cost of caring for older children. According to her report, state law requires a ratio of one staff member for every four infants in contrast to the one to 10 ratio required for children 25 months to six years. This means a day care center for infants would require a staff 2 1/2 times larger than a center for older children.

The most logical location for a day care facility

Dominion Bankshares Corp. is a bank holding company with over \$7 billion assets. Over 5,000 employees are working at the bank in Virginia, Tennessee and Washington, D.C.



DOMINION
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would be at the operations center since 52% of the Roanoke Valley employees were located at the center as compared to 36% downtown and 12% at local branches.

Lastly, the report said if a corporate day care center is established, it will be more than a baby-sitting service. "The goal should be to provide a program which gives each child the opportunity to develop at his or her own pace in a challenging environment staffed by individuals with a sincere interest in children."

The results from the survey caught the attention of

Continued on page 52

Dominion Bankshares Corp. subsidizes its day care center at a cost of about \$85,000 annually. The facility is open to children aged six weeks to five years and weekly fees are about the same or lower than rates in the area: \$40 for children over two and \$65 for those under two. The center also holds parenting seminars.

Ann Francis, executive director of Dominion Child Development Center, is conversing with Matthew Jones and Allison McCoy, two of the center's children.

Company child care debate is unresolved

Company-sponsored child care is a slow development at a time when more and more women, many of whom have dependent children, are entering the work force. For many, if not most families where both parents are employed outside the home, the struggle to get consistent, quality day care is often never-ending. For many of these families, a company-sponsored child care program would solve the problems two earner families face.

But is this dilemma the responsibility of these parents' employers? The debate is severely divided. According to a recent *Industry Week* magazine survey of 500 reader attitudes toward company-sponsored child care, 70% agreed that day care is a "critical" work-place issue; the same number agreed that it is a matter of only marginal concern to the managements of their companies.

"You might have a hard time understanding such a low priority on child care, particularly since nearly 755 of the respondents to the survey agreed that difficulty with child care contributes to such productivity problems as absenteeism, tardiness and high turnover," a columnist from the *Minneapolis Star and Tribune* claims.

Still unmoved? Perhaps these critical facts will:

- Virtually two-thirds of recent entrants to the U.S. labor force are women, 80% of them in their child-bearing years, according to the Conference Board, a business-sponsored research firm. The board estimated that 70% of these women will have children during their careers.

- More important, labor markets are expected to tighten significantly in the 1990s, making it more difficult to re-

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U.S. Army studies teens closely

Soft drink firms, clothing manufacturers and television networks are not the only organizations that use teenage syndicated research. One major subscriber is a government agency, the U.S. Army. This kind of research aids in developing media campaigns that in turn assist the Army in recruiting approximately 200,000 males and females every year between the ages of 17-21.

Lieutenant Colonel Ron Morsch, deputy director of operations for the advertising and sales promotion directorate at the U.S. Army Recruiting Command, Fort Sheridan, Ill., says the Recruiting Command uses Teenage Research Unlimited (TRU) syndicated studies to "augment a lot of other in-house research we use.

"We want to validate internal Army research and make comparisons to other research data we have. It helps us reinforce the things we know or suspect about our population."

LTC Morsch says the internal data tell the Army where their recruits are coming from, what motivates them to join the Army and why they join but doesn't give them specifics about the general youth population. According to LTC Morsch, "What TRU gives us and what we want to know is: What media habits do they have? What are their needs and wants? What are their desires for the future? Are they going to college or do they seek employment after high school?"

The answers to these kinds of questions are crucial because they provide the Army with a direction in developing advertising messages.

Dual market concept

LTC Morsch says the Army's marketing strategy is based on a "dual market concept."

"When people leave high school

they generally go in one of two directions: They're either employment-oriented or college-oriented. TRU data help us orient our advertising messages and media placement to take advantage of these tendencies."

TRU data may categorize some teens, for example, as "passive introverts" or "socially-driven," both college-bound types based on TRU descriptions for these teen groups. "Versatile participant" teens are considered employment-bound and "sports participants" could be either.

For the Army, knowing these different personality types "tell us the kind of appeals and media we should use depending on who we're trying to reach," explains LTC Morsch. "There are things about these different groups which tell us how to target market as well as how to structure our personal 'sales calls.'"

Target marketing

Target marketing means not only reaching the desired audience but getting the right message out at the right time using the right medium.

The Army's advertising messages are developed and tested, says LTC Morsch, by getting the opinions of high school and recently graduated students. For seniors and recent graduates, the Army's advertising message is college-oriented and stresses excitement, adventure, a way of earning money to go to college and "enlist now and reserve a job for next year." For students who have graduated and didn't choose college because of financial reasons or who want vocational training, the Army's advertising message also stresses excitement and adventure but also high-tech, a place where one can get skills training.

Advertising media

The kind of message then deter-

mines when and what type of advertising media will be used. The former message which emphasizes making money for college would be used in television and print ads when school starts in September and run through June. Between January-May, high school seniors normally find out if they will be able to afford college the next year. If they can't, they will look for another alternative, says LTC Morsch. The main thrust of the advertising message in television and print ads will be the latter, working in an exciting environment while getting training and making money which can be used for college.

During the summer months, very little television but a lot of radio advertising is done. At this time, the advertising message has a heavy influence on skills training.

Knowing what teen groups to target, how to reach them and when to do it are key ingredients in attracting potential Army recruits. TRU is an important tool for helping the Army do this.

According to LTC Morsch, "TRU data is just another way of looking into this elusive market to get the most efficient use of our media dollar." MRR

Understand Teens

Continued from page 8

whether print or broadcast, is to convince advertisers of the viability and affluence of today's teen market," says Allan Kalish, research director at *Seventeen*. "We feel that if we can 'sell the market, we can sell the magazine.' This is exactly where TRU fits into our marketing program. The data offered by TRU is a great help in our efforts to sell the market."

Seventeen's research department has used TRU data since 1983 to look for primarily two types of data: General information on the teen market and product-oriented information.

Kalish, another speaker at the TRU seminar, explained how the *Seventeen* research department translates and utilizes the TRU data and how its sales staff has made use of the information for specific products and advertisers.

"As a service department," says Kalish, "the main function of a magazine's research staff is to provide both usable and understandable data to the

sales staff. It does this by providing them a summary of computer data which it receives from TRU.

"A crucial part of promoting the teen market is to talk about substantial numbers of teens, i.e., in the millions, says Kalish. "In order to develop population data, we apply the TRU percentages to the total female teen 12-19 population in the U.S. Our summary begins with figures in the billions for the female teen market."

The next thing the research staff shows is the teens' financial responsibility.

"An important fact that we consistently stress, particularly to food advertisers, is the fact that teen girls have a great amount of responsibility for buying food for the home, since two-thirds have working mothers and almost half have full-time working mothers. This type of shopping and brand-related data is used for accounts such as Stouffer's, Duncan Hines and H.J. Heinz."

The report also categories all the products listed in TRU into 13 subject groups. In the area of cosmetics, for example, it's known that teen girls are heavy users of the products and information offered by TRU shows that they or their parents are also heavy purchasers of these items.

"In summary, TRU is one of our most important sources of information on the female teen market," adds Kalish. "The data is effective on a sales call, in a trade magazine ad and simply as a general overview of the teen market. We find it very helpful in our efforts to sell the market." MRR

Modest salary increases for '87 college grads

This year's college graduates are being offered salaries only 2%-3% higher than the class of 1986, according to a recent Northwestern University survey of 200 corporations. In efforts to save money, some recruiters at the University of Houston are avoiding advanced-degree holders and hiring baccalaureates at entry-level pay.

Other college-related notes:

- The University of Pennsylvania says the fields with the greatest demand continue to be investment and

commercial banking, engineering, accounting, computer science and retailing.

- The University of Maryland reports employers seeking students with majors in accounting, marketing and "business in general," but "not a lot of demand for liberal arts majors."

- Banks and consulting firms, however, are recruiting at Haverford College, a liberal arts school.

Engagement rings are top sellers

In 1986, diamonds were popular stones with engagement rings the top sellers for one-third of jewelers surveyed by the American Gem Society.

Company perks

These business prerequisites were the most common perks provided by surveyed companies in 1986, according to a Hay/Higgins Benefits Comparison study (stated in percentages of companies offering):

- Company car, 70%
- Special parking, 55%
- Directors' and officers' liability, 54%
- Country-club membership, 43%
- Luncheon-club membership, 43%
- Financial counseling and tax preparation, 31%
- Deferred compensation, 29%
- Spouse travelling on company business, 23%

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In addition to our regular features the October/November issue will include:

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Each facility listing will show:

- 1) % of traffic which is high, middle and low income.
- 2) Number of interviewing stations.
- 3) Availability of computer interviewing; kitchen facilities; private display rooms; and one-way mirror for viewing of stations.

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EXPANDED QUALITATIVE RESEARCH/FOCUS GROUP MODERATOR LISTING

Beginning with the October/November issue this listing will be expanded to include cross-indexing by specialty. This expansion will make it more convenient for researchers to find those interviewers whose experience and expertise meet their needs.

For more information on how you can take advantage of this special opportunity by advertising or obtaining a listing contact:

Tom Quirk, Publisher
Quirk's Marketing Research Review
P.O. Box 23536
Minneapolis, MN 55423
(612) 861-8051

If you are located in California, Oregon, Washington, Idaho or Arizona contact:

Lane Weiss
582 Market Street, Suite 611
San Francisco, CA 94101
(415) 986-6341

ARF Conference Slated for Oct. 14, 1987

How business-to-business marketers can increase sales performance and even bottom line profits in their own companies through the practical application of research will be the highlight of the Advertising Research Foundation's (ARF) ninth annual Business Advertising Research Conference scheduled for Oct. 14, 1987 at the New York Hilton.

Featured at the conference will be a three-member panel discussion of the ARF/ABP Study Of The Relationship Between Business-To-Business Advertising And Sales, moderated by David Forsyth, vice president of research, McGraw-Hill, Inc., and chairman of ARF's Business Advertising Research Council. The ARF/ABP study, a complex controlled-market test, was designed specifically to measure the effects of varying media weight and ad frequency schedules on the sales of a variety of products. Says Forsyth, "The findings of the study have already been widely discussed in the trade press and throughout the industry. In this panel discus-

sion, however, we will hear from an advertiser, an agency, and a publisher to see what the study means to them and how it can be used." Karl Kaufmann, manager of corporate marketing communication, 3M, will explain how the ARF/ABP study has already contributed to 3M business. The other two panelists, Paul B. Beatty, vice president, publisher, *Manufacturing Week*, and Thomas P. F. Kiely, senior vice president-managing director, BBDO Business-to-Business, will discuss how they are now using the study.

Conference keynote speaker Bob Donath, editor, *Business Marketing*, will give a broad overview of "marketing research and business advertising—where the relationship is strong, where it is weak, and how it could be better." Donath will also cover the problem of industry ambivalence toward the use of today's increasingly sophisticated research in business-to-business advertising.

Luncheon speaker Joseph L. Dionne, president and chief executive officer, McGraw-Hill, Inc., will discuss the increasing

challenges and opportunities for market research in the Information Age. Also during lunch, the annual Hall of Fame Business-To-Business Advertising Research Award will be presented.

Throughout the day, attendees will hear how research has played an important role in business-to-business advertising from speakers who will provide case histories from their own companies. Concrete examples and perspectives on how research has contributed to business advertising will be shared by speakers from AT&T, NYNEX, 3M and Gannett Co., among others.

Program co-chairs for the ninth annual Business Advertising Research Conference are Ellen Cohen, president, Custom Media Studies, Simmons Market Research Bureau and Hank Bernstein, senior vice president, group director of research, D'Arcy, Masius, Benton & Bowles, Inc.

For more information or to register, call the Advertising Research Foundation at (212) 751-5656.

QUALITATIVE RESEARCH/FOCUS GROUP MODERATORS

Contact publisher for rates:
Marketing Research Review,
P.O. Box 23536, Minneapolis,
MN 55423, 612/861-8051.

Behavior Research Center, Inc.
P.O. Box 13178
Phoenix, AZ 85002
602/258-4554
Contact: Christopher Herbert
20+ yrs., Nat'l., All Topics,
Spec. Screening, Full Reports

Trotta Associates
13160 Mindanao Way/Ste 180
Marina del Rey, CA 90291
213/306-6866
Contact: Diane Trotta
Focus Group Facs & Moderator
w/20 Yrs Exp. Bus-To-Bus & Cons

Strategic Research, Inc.
591 Rheem Blvd.
Moraga, CA 94556
415/376-1924
Contact: Sylvia Wessel
400 Groups Hitech/Medical/Fin-
ancial/Transportation Svcs

**Intercontinental Marketing
Investigations Inc.**
P.O. Box 2147
Rancho Santa Fe, CA 92067
619/756-1765
Contact: Martin M. Buncher
25 Yrs Exp in 50 States, 40
Countries: Consumer-Prof-Tech

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

Taylor Research
3202 Third Avenue
San Diego, CA 92103
619/299-6368
Contact: Beth Ilas
30 Yrs Exp: Cons. & Ind: Commod-
ious Facilities/Attn to Security

Trade-Off Marketing Svcs, Inc.
11365 Ventura Blvd. Ste 123
Studio City, CA 91604
818/508-6345
Contact: Harris Goldstein
Hi-Tech/Hi-Touch Qualitative
Consumer, Business, Adv., etc.

DeNicola Research
325 Greenwich Avenue
Greenwich, CT 06830
203/629-3323
Contact: Nino Nicola
Consumer, Healthcare, Financial
Services, Advertising

Genus Research
87 Grove Pl/P.O. Box 9456
New Haven, CT 06534
203/934-1176
Contact: Denise Marini Kuziel
Svc Mktg/Telecom/Util/Advert/
Bus-To-Bus/Exec/1:1/Minorities

Linda LaScola Consulting
3701 Connecticut Avenue, N.W.
Washington, D.C. 20008
202/363-9367
Contact: Linda J. LaScola
Public Affairs, Healthcare,
Telecommunications, Financial

The Datafax Company
2600 Maitland Ctr Pkwy/Ste 170
Maitland, FL 32751
305/660-8878
Contact: Nancy McAleer
Consumers, Physicians, Tourists,
Executives, Ads, 13 Yrs. Exp.

Research Resources Hispanic
7951 S.W. 40th St/Ste 208
Miami, FL 33155
305/266-0550
Contact: Teresa Menendez
Hispanic/Gen. Market-15 years
Qualitative/Quantitative Exp.

The Atlantis Group
P.O. Box 54692
Atlanta, GA 30308
404/577-8000
Contact: Nancy Sorsdahl
New Prods., Pkgd Goods, Food,
Drug, Bus-To-Bus, Advertising

East West Research Institute
735 Bishop St/#235
Honolulu, HI 96813
808/531-7244
Contact: Lois Faison
Bus., Consumer, Military, Tourist
All Ethnic Grps, Multi-Lingual

Doyle Research Associates, Inc.
980 N. Michigan/Suite 1400
Chicago, IL 60611
312/944-4848
Contact: Kathleen M. Doyle
Specialty: Children/Teenagers
Concept & Product Evaluations

O-Set
180 No. Michigan Ave/Suite 320
Chicago, IL 60601
312/899-1906
Contact: Celeste Zaubi
Transcription Svce for Modera-
tors. Tapes Summarized/Edited

**Moosbrugger Marketing
Research**
901 W. Hillgrove Avenue
LaGrange, IL 60525
312/354-5090
Contact: Mary C. Moosbrugger
Expertise in Healthcare, Food,
Agriculture, Banking

Research Arts, Inc.
120 So. Washington Street
Naperville, IL 60540
312/420-2064
Contact: Francesca Jaskowiak
Qualitative Firm. 5 Moderators
on Staff. Own Facility

First Market Research Corp.
121 Beach Street
Boston, MA 02111
617/482-9080
Contact: James R. Heiman
High Tech, Publishing,
Bus-To-Bus., Colleges

First Market Research Corp.
121 Beach Street
Boston, MA 02111
617/482-9080
Contact: Linda M. Lynch
Consumer, Retail, Banking,
Health Care

First Market Research Corp.
121 Beach Street
Boston, MA 02111
617/482-9080
Contact: Jack M. Reynolds
Banking, Health Care, Ad
Testing, Consumer, Executive

Dolobowsky Qual. Svcs., Inc.
94 Lincoln Street
Waltham, MA 02154
617/647-0872
Contact: Reva Dolobowsky
Experts in idea generating,
groups, in-depth interviews.

**PlayLab Research, Division of
The Creative Group, Inc.**
31800 Northwestern Hwy.
Farmington Hills, MI 48018
313/855-7812
Contact: Dana Blackwell
Children, Youths, Teenagers
Students, Parents & Teachers

**TrendFacts Research, Division
of The Creative Group, Inc.**
31800 Northwestern Hwy.
Farmington Hills, MI 48018
313/855-7810
Contact: Bob Quigley
Hi-Tech, Industrial, Financial
Health Care, Consumer, Retail

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

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

Marketeam Associates
555 No. New Ballas Road
St. Louis, MO 63141
314/569-1324
Contact: Richard Homans
Financial Services, HealthCare,
Consumer, Pkgd Goods, Agric

T.A. Miller Co., Inc.
1060 Clifton Avenue
Clifton, NJ 07012
201/778-6011
Contact: Tom Miller
45 Yrs Exp-Health Care, RX/OTC
Pharmaceuticals-M.D., Pharm.

Schrader Rsch. & Rating Svce.
South River Road
Cranbury, NJ 08512
609/395-1200 or 800/257-9440
Contact: Jack Paxton
Pkg Goods/Retailing/Travel/
Entertainment Reg/Exec. Grps.

DAE Associates, Inc.
14 Pine Street
Morristown, NJ 07960
201/267-0859
Contact: Donna Aughey Ely
18 Yrs Exp; Focus & Many Grps,
1-on-1; Consumer/Business

Radley Resources, Inc.
P.O. Box 2275
Westfield, NJ 07091
201/232-1600
Contact: M.J. Murphy
Hi-Tech, Bus.-To-Bus., Office
Envir Experts. In-House Recruit

Murray Hill Center
205 Lexington Avenue
New York, NY 10016
212/889-4777
Contact: Susan Mender
3 Rm Full Svce Facility: Effici-
ent, Beautiful, Competitive Price

Nova Research Inc.
95 Madison Avenue
New York, NY 10016
212/889-2323
Contact: Liz VanPatten
Full Service; Retail, Packaging,
Children, Bus.-To-Bus., Execs.

Reitter, Wilkins & Assoc., Inc.
708 Third Avenue
New York, NY 10017
212/972-2222
Contact: Robert N. Reitter
Depth Interviews for Strategy
Development

James Spanier Associates
120 East 75th Street
New York, NY 10021
212/472-3766
Contact: Julie Horner
Broad Experience, incl. Food,
Financial, Pharmaceuticals

Faber Marketing Research
222 So. Elm Street
Greensboro, NC 27401
800/334-0867 (N.C. 919/378-1181)
Contact: J. Albert Faber
Industrial/Consumer/Bus-to-Bus
/New Prod; 24 Yrs Exper

Continued on page 42

The Answer Group
11161 Kenwood Road
Cincinnati, OH 45242
513/489-9000
Contact: Maribeth McGraw
Consumer, HealthCare, Prof.,
Focus Groups, One-on-Ones

Datatactics, Inc.
555 Presidential Blvd.
Bala Cynwyd, PA 19004
215/668-1660
Contact: Phyllis Rosenberg
Prof & Cons Segments, incl.
doctors. Applied psych. meth.

Intersearch Corporation
132 Welsh Road
Horsham, PA 19044
215/657-6400
Contact: Robert S. Cosgrove
Medical, Industrial, Business,
Consumer, Bio-Tech, Commun.

Consumer/Industrial Rsch Svce
600 North Jackson Street
Media, PA 19063
215/565-6222
Contact: James D. Lewis
Health Care; Agri-Bus; Ind;
Trad'l; Tele; One-On-One

Boyd L. Peyton Associates
389 Pineville Road
Newtown, PA 18940
215/598-3665
Contact: Boyd L. Peyton
Business, Hi-Tech, Fin. Svcs.,
Advtg., Consumer, Execs.

InfoDirect, Inc.
230 South Broad Street
Philadelphia, PA 19102
215/735-7416
Contact: Jonathan Brill
Financial Services, Consumer,
Healthcare, Geriatric, Hi-Tech

Amer. Public Opinion Survey & Market Research Corp.
1324 South Minnesota Avenue
Sioux Falls, SD 57105
605/338-3918
Contact: Warren R. Johnson
Established 1960-Full Service
Group-National & Internat'l

Opinions Unlimited, Inc.
1500 W. 13th
Amarillo, TX 79102
806/373-7491
Contact: Anndel Hodges
Financial Services, Utilities,
Medical, Agriculture

Accurate Marketing Research
2214 Paddock Way Dr/Ste 100
Grand Prairie, TX 75050
214/647-4272
Contact: Robin H. McClure
Consumer, Executive, Food,
Packaged Goods, Automotive

Consumer Opinion Services
12825-1st Avenue South
Seattle, WA 98168
206/241-6050
Contact: Jerry Carter
Consumer, Business Groups and
One-on-Ones

M.L. Moss & Company
5129 Eagle Harbor Drive
Bainbridge Isl., WA 98110
206/842-4797
Contact: Merrill L. Moss
Wide Experience, Superior Work,
Highly Regarded Reports

Trade News

Continued from page 33

Doctorates granted

According to the National Research Council, U.S. graduate schools awarded more than 31,000 doctoral degrees in 1985. By fields of study, the breakdown is:

- Engineering, mathematics and physical sciences, 7,696
- Education, 6,717
- Life sciences, 5,748
- Social sciences, 5,720
- Arts and humanities, 3,428
- Business and management, 793
- Other professional fields, 1,063.

Removing stock options

Because of last year's tax rewrite and proposed accounting changes, 73% of the major companies that have made a decision about incentive stock options have elected to eliminate them or substantially reduce eligibility, consultant Sibson & Co. reports.

Population statistics

Since 1980, the increase in the number of Hispanics in the U.S. has risen 16%, according to the Census Bureau. The number of blacks has risen 8% and the number of whites, 3%.

Now hiring

According to a Dun & Bradstreet Corp. survey, these percentages of surveyed companies expect to increase their employment in 1987:

- Finance, insurance and real estate, 34.5%
- Services, 27.9%
- Wholesale and retail, 27.8%
- Construction, 27.6%
- Manufacturing, 26.0%
- Mining, 22.7%
- Government, 21.5%
- Transportation and public utilities, 19.2%
- Agriculture, 8.3%.

Executive's computer use

A profile of computer use among senior executives by Jeffrey H. Moore, Stanford University, shows:

- 93% use a personal computer; 38% use a terminal
- 82% say computers save time in their work
- 64% use a spreadsheet package, the most frequently used type of software
- 60% use their computer for planning and decision support, the most common tasks
- 50% say they use a computer daily; 39% say they use a computer at least weekly
- 50% say their use of computers is increasing over time.

Many companies try self-funding for health benefits

Forty-six percent of surveyed corporations say they're avoiding customary medical insurance for some or all of the health claims offered by employers, a Johnson & Higgins study shows. Rather, they're paying for the claims themselves. Costs can be saved, they're finding, through self-funding, which eliminates some taxes and avoids state-imposed coverage requirements. Furthermore, the firms can use the money until the claims are paid.

Although self-funding can be a large risk, most companies buy stop-loss coverage from insurance carriers to take over whenever an individual's claim surpasses a specified limit, or when all claims go beyond the company's forecast by a specified amount. Stop-loss coverage enables a company to choose "as wide or narrow" a risk as it wants, Johnson & Higgins says.

Secretaries have clout

Almost 40% of the secretaries at smaller companies can purchase items costing up to \$100 without consulting management, according to MacDonald Flanagan Inc., publisher of "The Secretary Book." One in 11 secretaries can make purchases of \$2,100 or more. MRR

Research tools provide Time, Inc. timely research results

In the highly competitive magazine publishing industry, Time, Inc. is one of the undisputed leaders. In the Folio: 400, an annual listing of the top revenue-generating magazines, Time, Inc.'s publications consistently are at the top. For example, in the most recent release of this list, three of the company's magazines - *Time*, *People*, and *Sports Illustrated* - are in the top five of all magazines published. Its other publications - *Fortune*, *Money*, *Life* and *Discover* - are in the top five of their respective markets.

To help maintain their magazines' leadership positions, Time, Inc.'s publishers and editors keep their fingers on the pulse of their readership. The company's circulation research department assists in this endeavor by conducting more than 50 readership surveys per year. These surveys provide publishers and editors with valuable information to help them continue to make their publications among the best in the industry.

Need for timeliness

According to Bill Protash, senior analyst in Time, Inc.'s circulation research department, "The two key issues in our readership surveys are accuracy and timeliness. Because our surveys generate thousands and thousands of responses, our analyses and reporting tools must be highly efficient."

To analyze and report the results of Time, Inc.'s surveys, Protash uses three major software tools: SPSS-X, SPSS-X Tables, and SPSS Graphics.

Time, Inc. runs these packages under the IBM MVS/TSO operating system.

"When I came to Time, Inc. three years ago, the company already had a data analysis package in place," Protash says. "I had had experience with that package, but insisted on bringing in SPSS. The main reason was that it is much faster, provides cleaner results, and requires less time entering commands than the other package."

Survey analysis

Once a request for a survey comes into the circulation research department from a magazine publisher or editor, Protash and his staff design and write a survey that will best answer the questions management has asked.

When the surveys are returned by readers, Protash assigns an outside data entry organization to enter the data into a computer readable format. This data is given to Protash on magnetic tape, and the analysis begins.

"We use a large variety of multivariate procedures in SPSS-X to run our analysis," explains Protash. "We are looking for trends and attitudes among our subscribers to see what factors drive their purchase of magazines. We also look for significant differences among subscriber groups to help us determine what they are looking for in the magazines they read."

So that Time, Inc.'s management can react to these trends in a timely fashion, it is extremely important that the analysis is done rapidly. "We can perform the survey analysis very quickly

because the writing of the SPSS-X job is easy and straightforward, and the program itself is quick in processing the information," Protash says.

"Perhaps even more important is the rapid production of preliminary and final reports. To help ensure that publishers and editors can get as much information as possible in a concise way, we prepare reports containing a large number of tables."

To generate these tables, Protash uses SPSS-X Tables. "Before we had that option, table production for reports was the slowest step in the process. Clerical staff would have to type the tables manually into a word processor from the output of the analysis. We would then have to proofread each table carefully, making sure every last decimal point was accurate. Then, the clerical staff would have to go back into the word processor to make revisions, and we would have to proofread the tables all over again." With SPSS-X Tables, the data is read in directly from SPSS-X, and the tables are formatted quickly. Because Protash is able to generate the tables directly from original data, they are guaranteed to be accurate.

"As an even greater time saver, I can save my tables in an output file, and merge them right away into my word processing software to appear in the appropriate places in the reports that we generate," Protash adds. "Formatting is quick and easy, and the information presented is accurate."

Prior to having this capability, Pro-

Continued on page 51

Omnibus/Syndicated Research Studies

Editors Note: This list was developed by mailing forms to those organizations who we found have indicated Omnibus/Syndicated Research Studies in their advertisements, publicity or other published material.

Behavior Research Center, Inc.
1117 N. 3rd St., P.O. Box 13178
Phoenix, AZ 85002
(602) 258-4554
Contact: Earl de Berge, Rsch. Dir.
Consumer Track (O)
MetroTrack (O)

Beta Research Corporation
6400 Jericho Turnpike
Syosset, NY 11791
(516) 935-3800
Contact: Dick Welch, VP
Marketing Financial Services to the
Affluent (S)
Subscriber Advertising
Measurement (S)
Medical Attitudinal Research
Survey (O)

Black Trak Marketing Services
157 West 57th Street
New York, NY 10019
(212) 246-1138 or (800) 472-7373
Contact: Charles Richardson, Dir.
Black Track (S)

Irwin Broh & Associates, Inc.
1011 E. Touhy Avenue
Des Plaines, IL 60018
(312) 297-7515
Contact: Dick Waltz, VP
Marcom (O)
National Consumer Studies (S)

R. H. Bruskin Assoc.
303 George Street
New Brunswick, NJ 08903
(201) 249-1600 or (212) 249-0781
Contact: Joel Henkin, VP

OMNITEL-Telephone Omnibus Random
Digit Dial National Probability Study
conducted weekly with a sample of
1,000. Deadline 5:00 P.M. Thursday,
Interviewing Fri./Sat./Sun. with
results available Tues.

AIM-Personal Interview In-Home Om-
nibus conducted Bi-monthly with a
sample of 2,000. Typical uses include
measurement of slogans, logos, copy
themes and custom questions.

TEENTRENDS-Monthly syndicated
study within 12 selected markets with
a sample of 300. Provides continuing
information on the teenage market.
(See Advertisement on Page 21)

Burgoyne Information Services
One Centennial Plaza
Cincinnati, OH 45202-1909
(513) 621-7000
Contact: Thomas V. Schneider,
Exec. VP
Burgoyne Limited Item Syndicated
Service (S)
C-Store Sweep (S)

Cambridge Reports, Inc.
675 Massachusetts Avenue
Cambridge, MA 02139
(617) 661-0110
Contact: Ted Byers, Sr. Analyst

CAMBRIDGE REPORTS OMNIBUS
SURVEYS-Study conducted 8 times
per year using a national probability
sample of 1,500.

CAMBRIDGE REPORT PROGRAM-
Quarterly syndicated study using a na-
tional probability sample of 1,500.
Sponsors are provided a full range of
publications and services that analyze
and make available all the data col-
lected in the quarterly surveys since
its inception in 1974.

QUARTERLY OPINION REVIEW
PROGRAM-Quarterly syndicated study
using a national probability sample of
1,500. The study report analyzes and
graphically displays the responses to
approximately 60 key questions asked
in each quarter's survey. Trend data
also supplied where appropriate.

QUARTERLY OPINION BRIEFING
PROGRAM-Quarterly syndicated study
using a national probability sample of
1,500. The four-page report analyzes
and graphically displays responses to
approximately 15 questions asked in
each quarter's survey.
(See Advertisement on Page 45)

Canadian Facts
1075 Bay Street
Toronto, ONT M5S 2X5
(416) 924-5751
Contact: Mary Auvinen, Proj. Dir.
Monitor (O)

The Chelsea Consulting Group
10 E. 21st St., Suite 609
New York, NY 10010
(212) 505-8570
Contact: Kevin Lonnie, Mgr.
Traveltrak (S)

Chemark Information Services
9916 Carver Road., Suite 103
Cincinnati, OH 45242
(513) 891-9502
Contact: Ann Leach, Analyst
Chemical Industry Studies(S)

Chilton Research Services
One Chilton Way
Radnor, PA 19089-0193
(215) 964-4602
Contact: Robert Thomas
Private Truck Council of America
Cost Index (S)

Custom Research, Inc.
10301 Wayzata Blvd., P.O. Box 26695
Minneapolis, MN 55426
(612) 542-0800
Contact: Mary Ellen Kappes
Acct. Mgr.
Criterion (O)

Danis Research
One Gothic Plaza
Hollywood at Rt. 46W
Fairfield, NJ 07006-2402
(201) 575-3509
Contact: Carl Raphael, VP
Fresh Track (S)

Dittman Research Corp. of Alaska
8115 Jewel Lake Road
Anchorage, AK 99502
(907) 243-3345
Contact: Terry O'Leary, VP
State Attitudinal Studies (O)

Doane Marketing Research, Inc.
555 No. New Ballas Rd.
P.O. Box 41902
St. Louis, MO 63141
(314) 993-4949

Contact: David Tugend, Account Supr.
FARM RODENTICIDE USAGE STUDY-
Annual syndicated study of 1,200
farms which provides projected total
U.S. market for rodenticides express-
ed in brand shares; livestock and
poultry groups; purchasing methods.

FEED MARKET STUDY-Syndicated
study conducted each April among
over 3,000 swine, beef and dairy
farmers which provides identification
of brand market shares, types of
feeds fed and source of purchase.

ANIMAL HEALTH MARKET STUDY-
Semi-annual syndicated study of over
7,000 farmers and ranchers. The
study provides market share informa-
tion for anthelmintics, biologicals, feed
medications and additives, implants
and pharmaceuticals.

FERTILIZER MARKET STUDY-Annual
syndicated study among 10,000
farmers which measures U.S.
farmers' use of and expenditures for
fertilizers expressed as NPK by pro-
duct type and by geographical
regions.

Contact: G. B. Hatcher or Don
Paulson, Account Supervisors
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Review

Library users more adventurous, study shows

Library users seem to be active people who desire new experiences. A study by the American Library Assn. was made of almost 4,000 adults who participated in an annual lifestyle and attitude study.

Fifty-eight percent of all the participants said they had used a library in the past year and 34% had visited one at least five times.

More women than men go to the library and the most frequent visitors are likely to have children under 17 at home, the ALA survey shows.

Compared to non-users, they are more adventurous about travel and how they spend their time. They are more likely to attend a concert or lecture or go to an art gallery. They are also more sociable, according to their responses, which demonstrate that they give and attend more parties than non-users.

The family incomes of library users were higher and they were more apt to have a college education, the study reveals.

The heaviest library users, those who visit at least 12 times a year, are more interested in new and exciting experiences than non-users.

Library users are more likely to swim, ski, jog or go boating and bicycling. Like non-users, they are interested in camping, but are far less likely to go hunting.

The study shows that library users feel good about themselves and are more optimistic about the future. They volunteer more frequently for civic activities than non-users.

The study does not fully represent the very rich or the very poor. However, ALA officials noted, its figures, projected nationally, show that more than 78 million adults visit the library at least once a year.

Each year, library users check out more than one billion books, videocassettes, games, computer software, records, business machines and other materials, the ALA says.

Drug tests for new employees

School officials at Harvard Business School say five major companies, Chemical Bank, Chrysler, General Foods, Manufacturers Hanover and Rohm & Haas, have advised the placement office they'll administer drug tests to any student offered a job.

Most students don't like it, according to a poll. Only 18%, however, say they'll refuse to go along.

Where lawyers go

According to the National Assn. for Law Placement, National Law Journal, the following are percentages of surveyed law-school graduates who entered these jobs and fields in 1985:

- Private practice, 60%
- Government, 13%
- Judicial clerkships, 12%
- Business, 10%

Company Child Care

Continued from page 35

place experienced female workers who leave their jobs to care for young families.

Furthermore, it is believed that helping employees with child care is just plain good business. According to a study by Sandra Burud, a child care planning and management expert in Pasadena, Cal., 95% of surveyed corporate personnel directors said the benefits of such programs outweigh the costs.

Burud spent three years studying more than 400 corporate child care assistance programs and published her findings in a 1984 book titled "Employer-Supported Child Care: Investing in Human Resources."

Among some of the responses from human resource managers involved in her study:

- 90% said their child care programs improved employee morale.
- 85% cited improved recruitment.
- 65% said lower employee turnover was a result.
- 53% said there was less absenteeism, calling child care assistance "more effective at improving productivity than most other benefits."

These attitudes are a promising sign for those who propose company-sponsored day care centers, and a positive reinforcement for those companies which have already begun one. MRR

CROSSTABULATION Never Looked So Good

The screenshot shows a window titled 'Table: 30' with a data table and a 'Commands' menu. The table has columns for 'Job: 10/10/85', 'Banner', 'Per-son', 'Under', '45 & over', 'Under \$20K', and 'Over \$20K'. The rows are labeled 'Very High', 'High', 'Medium', 'Low', and 'Very Low'. The 'Commands' menu includes options like 'Copy', 'Move', 'Insert', 'Delete', 'Undo', 'Job Setup', and 'Quit'.

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tash estimates that it took at least 10 to 15 hours just to produce the tables for the reports. With the Tables option, he has reduced the report generation time by at least one-tenth the time it took previously.

Good visual presentation

Perhaps more than anyone, magazine publishers and editors know the importance of good visual presentation. Therefore, Protash relies heavily on graphs and charts to present the survey results in a clear and concise manner.

Protash says, "The graphics component provides some of the best output of any graphics product I have seen. Its three-dimensional effects are excellent, and its type styles and titling capabilities are superior."

In addition, the system offers Protash dramatic time-savings. "A clear advantage of SPSS Graphics is that it can read SPSS-X files," he says. "This eliminates the time-consuming step of typing data into the package. In addition, it guarantees accurate output be-

cause there is no risk of entering the data incorrectly."

Timely information

The flexibility and power of SPSS-X, SPSS-X Tables, and SPSS Graphics has allowed Time, Inc.'s publishers and editors to get the information they need about their readership quickly. Its management's commitment to market research has helped keep Time, Inc.'s magazines in industry-leading positions.

Editor's note: SPSS-X is a data analysis package that runs on all major mainframes and minicomputers. It contains a comprehensive range of advanced statistical analysis and modeling procedures well-suited to all types of survey analysis. SPSS-X Tables, an option to the SPSS-X system, displays the results of analyses or summarized data in several presentation-quality formats, including complex stub-and-banner tables. SPSS Graphics is an easy-to-use interactive system for the creation of presentation and business graphics for mainframe and minicomputers. These three major software tools are available through SPSS, Inc., Chicago. MRR

Students want to be company presidents

A General Dynamics Corp. survey of high school students reveals that three-quarters of them want to be president of a company yet only 21% want to be president of the U.S.

Data Use

Continued from page 18

most research directors say they lack the funds to apply the tools. Well, you cannot spend it if it's not in the budget.

Since this column is appearing at a time when many companies are planning their 1988 budgets, I urge the addition of a line item to the research budget for "living databases." Take the time to check out the costs to conduct investigations using these PC-based services. Test the tools on a pilot project. Find a pro-active manager to sponsor a study.

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Warner N. Dalhouse, president and CEO, Dominion Bankshares Corp.



Lacy L. Edwards, Jr., senior vice president of Dominion Bankshares Corp.



Child Care Surveys

Continued from page 35

the bank's president and CEO, Warner Dalhouse, and ultimately, the study resulted in a recommendation in early 1982 for an on-site day care center at the operations center. Because of other priorities at the time, the proposal was delayed until a later date.

Corporate effort

In 1985, the infant day care subject was ignited as a corporate effort. Dalhouse took the lead and called on Lacy Edwards, senior vice president and human resources director, to head the research effort and develop another survey. The second survey again looked at the infant child care issue and the frustrations of consistency and quality of infant care.

Edwards said 1,451 employees in the Roanoke Valley were surveyed. Approximately 1,030 of that number are women, says Edwards, and 809 are between the childbearing ages of 18-40. At the operations center alone, 70% of the employees are women, most of whom are of childbearing age as well.

Out of the 1,451, 762 responded. Of that number, 524 were female and 238 were male.

The findings of the study showed that 172 of the respondents had children under six years of age and by 1990, 213 of the bank's employees are expected to have children under six years of age.

Other findings of the study showed:

- 56% of employees had problems arranging quality child care.
- 54% said their expenses for infant care were excessive.
- 51% said their child care locations and hours were inconvenient.
- 59% cited increased stress on working mothers from worrying about child care problems.

- 52% of the parents with children under 18 months had problems returning to work after the children were born.

- 25% of working mothers said they had considered quitting due to child care problems.

- 30% of people with children under six said they would definitely use an on-site center and 26% would probably use it.

Edwards says another part of the research involved visiting the First National Bank of Atlanta, the first bank to have an on-site center for pre-schoolers. The

"Corporate-sponsored day care centers for our children make good sense and are good business because everyone stands to benefit; the parent-employees, the company, non-parent employees and the stockholders." Warner Dalhouse

visit helped Edwards learn what their goals and aspirations were for their center.

Ann Francis, the center's executive director, was also instrumental in the development of the center. Francis was first hired as a consultant, assisting with the preliminary research and then later was offered her current position at the bank when it was decided that the center would be built. Francis, who holds a master's degree in child development, helped plan Dominion's center - even insisting the architects sit on the floor so they could see the room from a child's perspective.

Fall of 1986

The center opened in September, 1986, and since January it has been operating at almost full capacity -

24 infants and 46 pre-schoolers.

At that time, Dominion became the first bank in the nation to have an on-site child development center that provided child care for infants.

Yet Dalhouse points out that being in the child care business is not Dominion's intention.

"We are in the banking business. We are not interested in becoming baby-sitters. We are interested in profits.

"Corporate-sponsored day care centers for our children make good sense and are good business because everyone stands to benefit; the parent-employees, the company, non-parent employees and the stockholders," says Dalhouse.

Already, says Dalhouse, the bank has experienced lower turnover with related cost reductions in hiring and training; lower absenteeism; reduced tardiness; improved productivity; improved recruiting conditions ("We get the pick of the best people available in our market"); improved morale; reduced stress; flexibility in scheduling work shifts; and help in achieving equal employment opportunity goals.

Corporate obligation

Dalhouse believes companies have an obligation to their employees to provide a service like day care centers because of the changing American family and work force. Unfortunately, "corporate America and certainly corporate Virginia has not evolved rapidly in this direction," says Dalhouse.

"We have more single parent families than ever before. Twenty percent of American children - over 12 million - live in single-parent households. In all households we have many more working mothers. In 1947, only 18% of mothers worked outside the home; today almost two-thirds of mothers are in the out-of-

"...Corporations continue to resist the flood of change going on around them that affects the quality and quantity of work being produced by parents on the job preoccupied with their children instead of the job assignment." Warner Dalhouse

home work force. Statistics recently released indicate that one-half of children under age one have mothers in the out-of-home work force.

Dalhouse continues, "This country, the most amazing economic and social success in the history of the world, has simply evolved to the place where corporate concerns and corporate objectives can best be met by this kind of mutually beneficial contract with our work force. I predict a vast and visible continuation of this kind of corporate decision. Perhaps it will not be a rapidly progressing trend toward more corporate child care and development centers but a continuing expansion of the concept and a gradual acceptance of it as natural, appropriate and profitable." MRR

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Correction

The following listing was omitted from the May Telephone Interviewing Directory. Tarrance, Hill, Newport & Ryan, 14550 Torrey Chase Blvd., Suite 600, Houston, TX 77014. (713) 444-9010 or (713) 444-9010. Interviewing stations, 100; CRT's, 0; monitored on-site, 100; monitored off-premises, 100. Contact: Felice Myers.

The following listing was also omitted from the Telephone Interviewing Directory. Ala Carte Research, 420 Jericho Turnpike, Jericho, NY 11753. (516) 822-2050. Interviewing stations, 16; CRT's, 0; monitored on-site, 16; monitored off-premises, 16. Contact Phyllis Gorin.

The following listing was omitted from the December/January Focus Group Directory:

NEW YORK
Ala Carte Research
 420 Jericho Turnpike
 Jericho, NY 11753
 516-822-2050
 Contact: Phyllis Gorin
 1-3-4-5-6-7B

The following listings were omitted from the June/July Health Care Marketing Services Directory:

Codes:	Areas of Expertise
Quantitative	
A-1 Syndicated Studies	C-1 Dentists
2 Multi-Client Studies	2 Doctors/Physicians
3 Omnibus Studies	3 Drugs/Health Products
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Oardner, Savage Associates P.O. Box 430 Bound Brook, NJ 08805 (201) 457-9070 A-1, 2, 4, 5, 6, 7 B-1, 2 C-1, 2, 3, 5, 6, 9	Healthmark, Inc. P.O. Box 12546 San Antonio, TX 78212 (512) 734-9264 A-5, 6, 7 B-1 C-2, 5, 6, 7
Tarrance, Hill, Newport & Ryan 14550 Torrey Chase Blvd. Houston, TX 77014 (713) 444-9010 A-4, 6, 9 B-1 C-2, 4, 5	The Brady Co. N80 W12878 Fond du Lac Ave. Menomonee Falls, WI 53051 (414) 255-0100 A-5, 6, 7, 9 B-1, 2 C-1, 2, 3, 4, 5, 6, 7, 8, 9

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examined, were covered in the study."

Decreasing popularity

According to the study's section on work schedules, the 40-hour, five-day workweek remains the schedule of choice for most employers and workers. However, there is evidence that this scheme has been declining in popularity. Employment in such schedules has lagged behind total employment growth since 1979. Throughout the 1973-85 period, long hour/long-day schemes have been contracting, both for men and women.

In their place, three other schemes are emerging, the study finds. Both sexes have demonstrated increased readiness to work a simple compressed workweek, wherein 40 hours of work are completed in under five days. Those working more than 40 hours per week appear to be working more compact schedules within the confines of a five-day week (or less), holding two or more days free for other activities. Among those working 40 hours or less, some appear to be adopting "work spreading" schemes, which distribute their hours over 5½ or more days per week. The result is a diversification of schedules which has occurred without much corresponding change in the mean or median estimates of usual hours or days worked per week.

As a whole, men continue to work more hours per week, more hours per day, and more days per week than do women. They are also more likely to work on weekends. Elements of the standard workweek thus continue to dominate overall work schedule distributions. Nonetheless, the female work force has experienced rapid growth in long hours schedules and those involving 5½ or more days per week, while the expansion of the male labor force has occurred chiefly in shorter, more compact schedule groupings.

Few will trade

The study's data on workweek preferences finds only moderate support for the hypothesis underlying the "backward bending labor supply curve" which states an increase in rates of pay past a certain point induces workers to reduce their hours of work. The proportion of workers choosing fewer hours of work does grow as earnings rise, yet the category remains very small. Even among workers earning \$750 or more per week, the study finds, only about 10% of the men and 20% of the women were willing to trade hours of work, and the income linked to them, for additional leisure.

Varying schedules

Questions in the study on the workday finds that about one of eight full-time workers were on flextime or other schedules that allowed them to vary the start and end of their daily work. The great majority were on typical daylight schedules, with about one-fifth reporting 8 a.m.-5 p.m. as their schedules.

Multiple jobs

The study finds a particularly sharp increase in the number of women with two jobs, which is another

sign of the growing strength of their ties to the job market.

According to the section on the workday, between 1980 and 1985, the number of women with two jobs or more rose by almost 40% to 2.2 million. Over the same period, the multiple jobholding or "moonlighting" rate for women (percent of employed with more than one job), jumped from 3.8% to 4.7%. In 1985, women made up nearly two-fifths of all moonlighters.

The moonlighting rate for men continued to hold steady at 5.9% in May, 1985. While men are still more likely than women to be working at two jobs or more, the gender difference in the incidence of multiple jobholding has been sharply reduced over time. As recently as 1970, the moonlighting rate for men exceeded that for women by five percentage points; by 1975, the gap had shrunk to three percentage points; by 1980, it had declined to two points; by 1985, it barely exceeded one point.

Economic factors predominate among the reasons for working more than one job. The ability to meet regular expenses or pay off debts, a desire to save for the future and getting experience or building up a business were other reasons cited.

Little sick leave

Constructing measures of absences comprised another section of the study. The proportion of workers with an absence in the reference week for the survey was only 4.7%, a rate considerably lower than rates which had been computed for several years until 1980. Confirmed by other data, this decline in absences is believed to reflect several factors such as: The job reduction in some industries, which is likely to have affected most predominately workers with high rates of absenteeism; the likely impact of such cuts on other workers, who might have reduced their rates of absenteeism so as not to jeopardize their jobs; and the favorable steps adopted by some employers to reward the workers with few absences.

Working overtime

The final portion of the study looks at workers receiving overtime pay. The data includes not only the persons working more than 40 hours a week but also those receiving overtime premiums for some hours, even though the weekly total does not exceed 40. Out of 10.5 million workers with some overtime pay for work performed during the reference week of the May, 1985 survey, about 1.6 million had actually worked 40 hours or less.

Flaim says it's possible that the study may prompt government bodies to take action on some of its findings, for example, the job-share issue.

In the face of company lay-offs, an employer might institute job-share, says Flaim, which decreases the number of working hours of all employees, thus enabling everyone to work and no one to lose their job. However, this work technique may not go over well with employees, continues Flaim, since the study found that people, even older workers nearing retirement, want more, not less, working hours. MRR

By Beth E. Hoffman
managing editor



U.S. employees want more hours, study shows

American workers have a strong attachment to their jobs and many are willing to put in more than the 40-hours-of-work-per-week standard. Furthermore, nearly six million hold two jobs and an even larger number said they often do some work at home outside of their usual full-time employment hours.

These were part of the findings from a May, 1985, special supplemental survey to the Bureau of Labor Statistics' Current Population Survey (CPS) on American work schedules. The CPS is a monthly survey of approximately 59,500 households in all 50 states and the District of Columbia and provides the

Editor's note: A detailed discussion of eight articles written by officials of the Bureau of Labor Statistics examine data from a special survey to the Bureau of Labor Statistics' Current Population Survey which looks at work practices of American men and women. Excerpts from these reports, which are published in full in the November, 1986 MONTHLY LABOR REVIEW, are presented in the following article.

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basic measurements of the labor force and unemployment for the nation.

"What this survey shows us is that American workers are dedicated to their jobs in terms of the number of hours they work and are willing to work," says Paul Flaim, chief of the Bureau of Labor Statistics. "They still have the Protestant work ethic."

Other findings from the survey show that:

- Multiple jobholders, persons working at more than one job, numbered about 5.7 million in May, 1985. They accounted for 5.4% of all employed persons, up from 4.9% in 1980.

- Work outside the typical daylight hours, usually in the evening, was the usual routine for about one-sixth of the full-time workers and one-half of the part-time workers.

- Flextime or other schedules enabling workers to vary the start and end of their workday, was available to about 12% of the wage and salary workers with full-time jobs.

- A preference for a longer workweek (and thus "more money") was expressed by about one-fourth of the workers. In contrast, fewer than 1 in 10 said they would opt for a cut in hours accompanied by a reduction in earnings.

Research methodology

The CPS survey uses a combination of personal interviews (30%), and telephone interviews (70%), to collect its data, says Flaim. Questions from the supplemental survey are in addition to the regular questions asked in the annual survey.

Supplemental survey questions, some of which have never been asked before in other supplemental surveys and some of which are asked periodically, were included in the annual survey because "there are some questions which need to get answered once in awhile," says Flaim.

"Every three or four years we want to know how many people hold two jobs because that phenomenon creates discrepancies in the data we get from employers. For example, if a person holds three jobs, he/she will turn up in our data three times.

"We also get thousands of inquiries from the public, the media, researchers and business people on questions such as 'How many people work at home? Who are the people who work for temporary help agencies?' Both of these areas, which we have never

Continued on page 55



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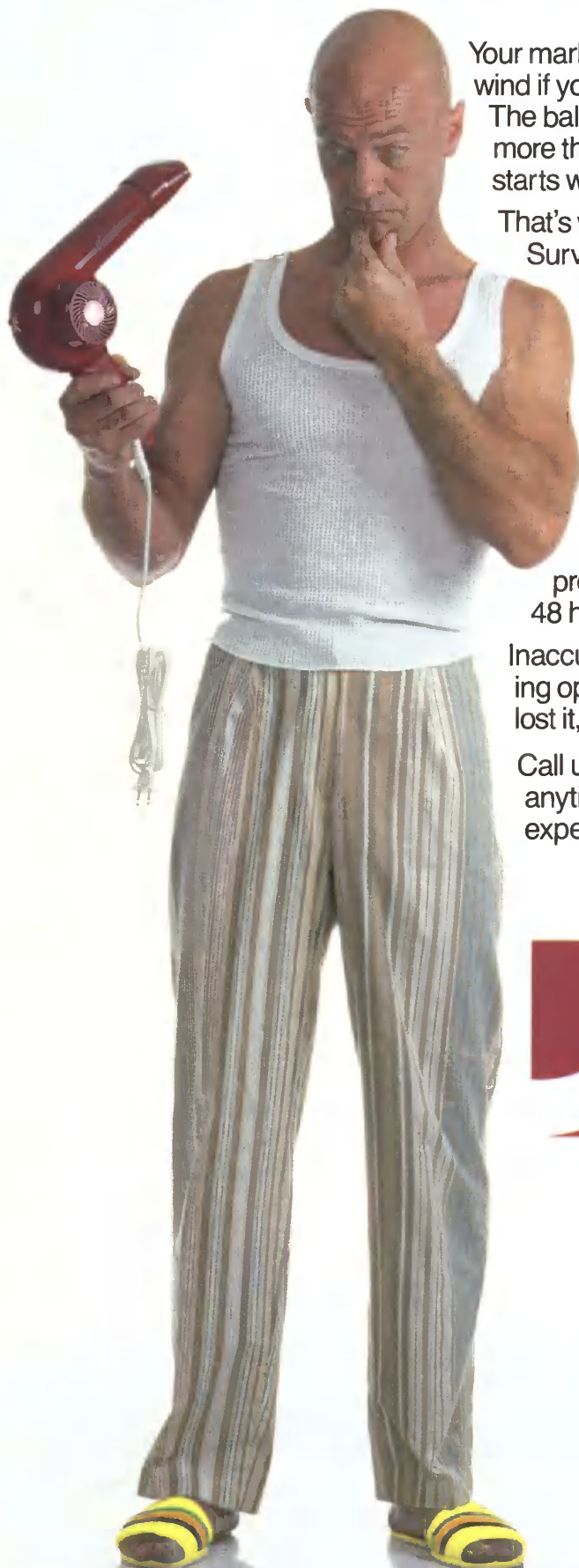
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