



Balancing Quantitative and Qualitative Research

A Practical Guide to Designing Research Programs

*The Market Research Event
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CUSTOMER LOYALTY MANAGEMENT

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Workshop Flow

- ▶ Kick-Off
 - **Introductions**
 - **Workshop Objectives**

- ▶ The Framework
 - **Integration – An Enterprise Equity Approach**

- ▶ The Nuts & Bolts
 - **Overview of Quantitative and Qualitative Principles**
 - **Definitions**
 - **Methodology Choices**
 - **New and Cool Techniques**
 - **Opportunities for combining**

- ▶ Break

- ▶ Case Study
 - **The assignment**
 - **Break-out session**
 - **Presentations**
 - **Discussion**

- ▶ Wrap-Up



Who is Harris Interactive?

Full service global market research firm with 40+ years research experience that pioneered the use of the Internet for data collection.



Serves hundreds of Fortune 500 companies with unique research solutions – traditional and online



Communications and brand research solutions for major brands across consumer and business categories



Conducts more Research on Internet Research than any other company in the world, and are the leaders in the science and technology of Internet market research.



Over 50 million interviews online to date around the world: 12M+ in 2005.



Invested over \$70M in intellectual and technological capabilities that have made us the leader in using the Internet to conduct research...

...and we continue to invest!

Workshop Objectives

Understand the applications for Qualitative and Quantitative research

- What are the business questions that each can answer?
- How do the methodologies compare and contrast?
- What are the trade-offs – precision, price?
- How do they work together?

..... And apply learnings to practical applications

The Framework:
Integration – An Enterprise Equity Approach



The Purpose and Value of Market Research

Market Research

*the most
powerful tool*



*for making
the best*

Business Decisions



The Purpose and Value of Market Research

THE BEST POSSIBLE **business decisions** are:

defined

executed

defended

measured

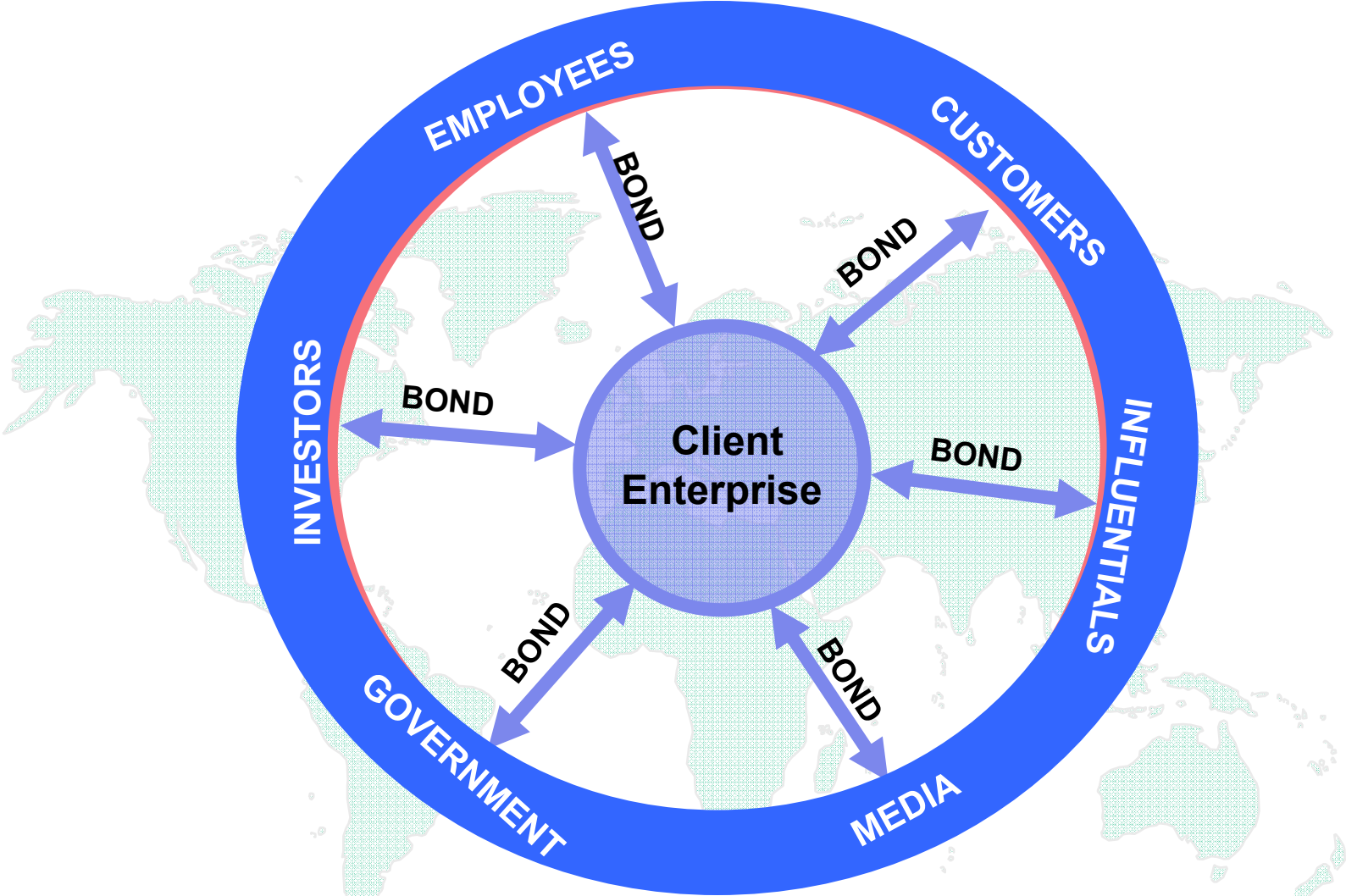


with Confidence

Research-Inspired Roadmap



Enterprise Equity



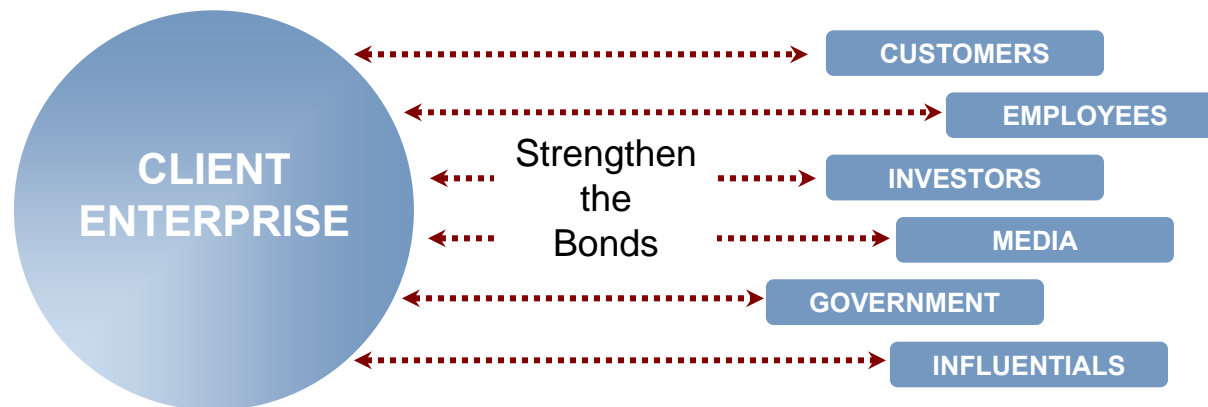
Understanding the Enterprise

When embarking on a research plan, it is important to take a holistic view, considering every challenge or opportunity you face within the broad context of your entire enterprise and its overall goals.

The equity of your enterprise is derived from the *bonds* you have with all of your stakeholder groups—customers who buy your products, shareholders who own your stock, employees, the public, media, and others.

To build your equity, you need to:

1. identify your key stakeholders,
2. measure the bonds that exist between those stakeholders and your enterprise, and
3. develop and implement strategies to build and strengthen those bonds.



Enterprise Research Portfolio

	▼ STRATEGY	▼ IMPLEMENTATION	▼ IMPACT
MARKET ENVIRONMENT ▶	<ul style="list-style-type: none"> • Market environment analysis • Market structure analysis • Behavioral assessment - segmentation 	<ul style="list-style-type: none"> • Market mix assessment • Concept development and assessment • Market planning assessment 	<ul style="list-style-type: none"> • Marketplace impact tracking • Market ROI measurement and modeling
PRODUCTS & SERVICES ▶	<ul style="list-style-type: none"> • Product development strategy • Needs assessment 	<ul style="list-style-type: none"> • Concept development and assessment • Product and package testing • Pricing research • Feature optimization and ROI • Sales forecasting 	<ul style="list-style-type: none"> • Product tracking • Product/service ROI measurement and modeling
BRANDING & MARKETING COMMUNICATIONS ▶	<ul style="list-style-type: none"> • Brand positioning and strategy • Corporate reputation strategy • Communications strategy development 	<ul style="list-style-type: none"> • Concept development and assessment • Message development • Communications assessment • Logo/naming research • Publicity research 	<ul style="list-style-type: none"> • Brand equity tracking • Communications tracking • Corporate reputation tracking • Brand ROI measurement and modeling
STAKEHOLDER RELATIONSHIPS ▶	<ul style="list-style-type: none"> • Customer loyalty strategy • Customer loyalty benchmarking • Employee alignment strategy 	<ul style="list-style-type: none"> • Customer experience assessment • Action planning/implementation • Message development • Product/service improvement testing and modeling • Employee policy/program/communications testing 	<ul style="list-style-type: none"> • Customer loyalty tracking • Employee alignment • Loyalty ROI measurement and modeling



The Nuts & Bolts:
Overview of Qualitative and Quantitative Applications

Solution-Based Research: An Approach to Understanding The Issues

Framing Questions



What is the objective / goal?

Who is the customer (target audience)?

What is the relevant behavior?

What is the relevant context?

What are the competitive choice alternatives?

Are we exploring or explaining?



Making Comparisons: Quantitative vs. Qualitative



Quantitative Research

Measure
Project

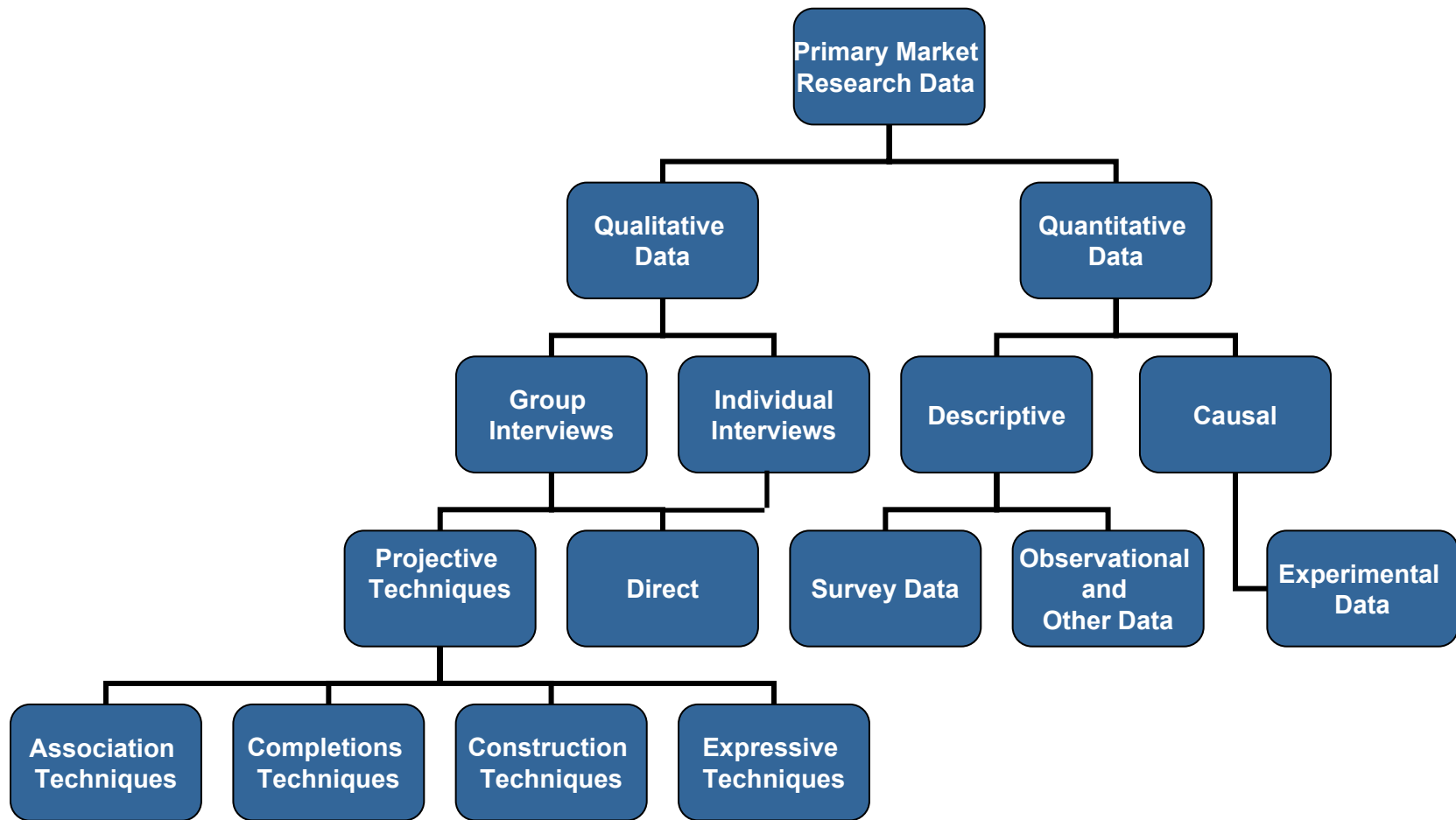


Qualitative Research

Explore
Investigate



Primary Market Research Data



Making Comparisons: *Summary of Qualitative Research*



- Effective for understanding a problem or terminology that customers use, or when probing for customers' feelings and attitudes.
- Small sample size often using focus groups and personal interviews.
- Results cannot be generalized or projected to the larger population.
- No statistical level of confidence in collected data.
- Inductive: concepts, insights, and understandings are developed from patterns in the data, rather than assessing preconceived models, hypotheses or theories
- Tries to understand people from their own frame of reference
- Holistic: not reduced to variables
- Insights are valuable in helping decision makers understand what goes on in private moments:
 - Undecided between two products w/similar characteristics at grocery store
 - Involved enough in commercial to avoid channel surfing

Making Comparisons:

Summary of Qualitative Research

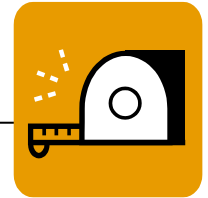


- **As “stand-alone” research**
 - Brainstorming
 - Reaction to stimuli
 - Understanding perceptions/motivations/decision-making
- **Prior to quantitative research**
 - Identifying issues
 - Communicating in consumer language
- **During quantitative research**
 - Refine/validate quantitative research
 - Provide in-depth understanding of key areas
- **After quantitative research**
 - Understand rationale of data gathered



Making Comparisons:

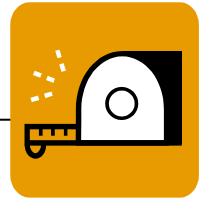
Summary of Quantitative Research



- Can generalize findings with a certain level of confidence to the larger population.
- Often used for public opinion polling, customer satisfaction surveys, advertising effectiveness measurement, pricing tests, and market potential assessment.
- Can be used to forecast future events or performance given specific parameters.
- Usually requires a larger sample than qualitative (with sufficient levels of precision to project to known populations).
- Internet surveys, Telephone interviewing, Mail surveys, and central location interviews (or combinations thereof) are primary data collection methods.
- Effective for quantifying the magnitude a problem or condition, or when trying to generalize feelings and attitudes to a population.



Making Comparisons: *Summary of Quantitative Research (cont.)*



- Statistical level of confidence and other statistical measure employed in collected data.
 - Uses statistical models to prove and disprove hypotheses
- Deductive: concepts, insights, and understandings are developed from testing data against hypotheses.
- Tries to understand groups of people in aggregate, and project to the population like people
- Key variable can be critical, if compare to benchmarks
- Insights generalizable to the population at large
 - Percentage of people likely to buy my product
 - Segments motivated by my ad

Making Comparisons: *Appropriate Uses of Qualitative Research*



- ✓ Discovery of factors that may motivate purchase, produce use, brand loyalty or trial
- ✓ Understanding how products/services are used, how a communication is perceived
- ✓ Understanding the attitudes and values associated with product use, purchase, brand loyalty, etc
- ✓ Hearing stakeholders' own language
- ✓ Generating ideas for a marketing strategy, communications, product modifications, line extensions, service improvements
- ✓ Pre-quantitative hypothesis testing
- ✓ Assessing people's reactions to a new product or service idea; the potential of new products/services

Making Comparisons: *Inappropriate Uses of Qualitative Research*



- ✓ Getting a rough estimate of the sales potential of a new product or service
- ✓ It is faster (not necessarily true)
- ✓ It is less expensive (not necessarily true, especially if inappropriate use leads to misguided decisions)
- ✓ Deciding which one strategy, communication, price point, product modification will be most acceptable
- ✓ Hypothesis testing
- ✓ Assessing which new product or service idea will be most popular or most accepted

Making Comparisons: *Appropriate Uses of Quantitative Research*



- ✓ Test the importance and magnitude of factors that may motivate purchase, produce use, brand loyalty or trial
- ✓ Quantify how many people and in which groups are using products/services
 - Uncovering segments within populations
- ✓ Measure the extent to which a communication is perceived by the target audience
- ✓ Understanding the levels of attitudes and values associated with product use, purchase, brand loyalty, etc, and track them over time
- ✓ Coding and testing stakeholders' language
- ✓ Testing ideas for a marketing strategy, communications, product modifications, line extensions, service improvements
- ✓ Scientific hypothesis testing
- ✓ Quantifying people's reactions to a new product or service idea; the potential of new products/services

Making Comparisons: *Inappropriate Uses of Quantitative Research*



- ✓ Trying to understand the “whys’ and “how’s
- ✓ Generating stakeholder language
- ✓ Looking for depth explanations of issues being studied
- ✓ Developing ideas for strategies, communications, price points, product modifications
- ✓ Hypothesis development



Qualitative and Quantitative Cost Comparisons

Research costs are driven by several factors:

- Incidence
- Complexity
- Survey length
- Analytics
- Deliverables
- Support

Cost per completed interview can vary widely, but in general –

- Per respondent focus groups can cost \$500 per participant
- Depending on sample sizes, general population phone studies may run \$40-\$60 per respondent
- Comparable online interviews may run \$20-\$40 per complete

Comparison of Data Collection Methods

The Goal:

Methods Match Specific Needs

	Intercept	Phone	Mail	Internet
Measurement Accuracy	Moderate	Moderate	High	High
Speed of Data Collection	Slow	Fast	Slow	Fast
Cost per complete	High	Moderate	Low	Low when volume ↑
Programming Flexibility	High	High	Low	High
Representativeness	Low	Moderate	Moderate	Moderate
Visual media capable	Yes	No	Yes	Yes
Interviewer present	Yes	Yes	No	No

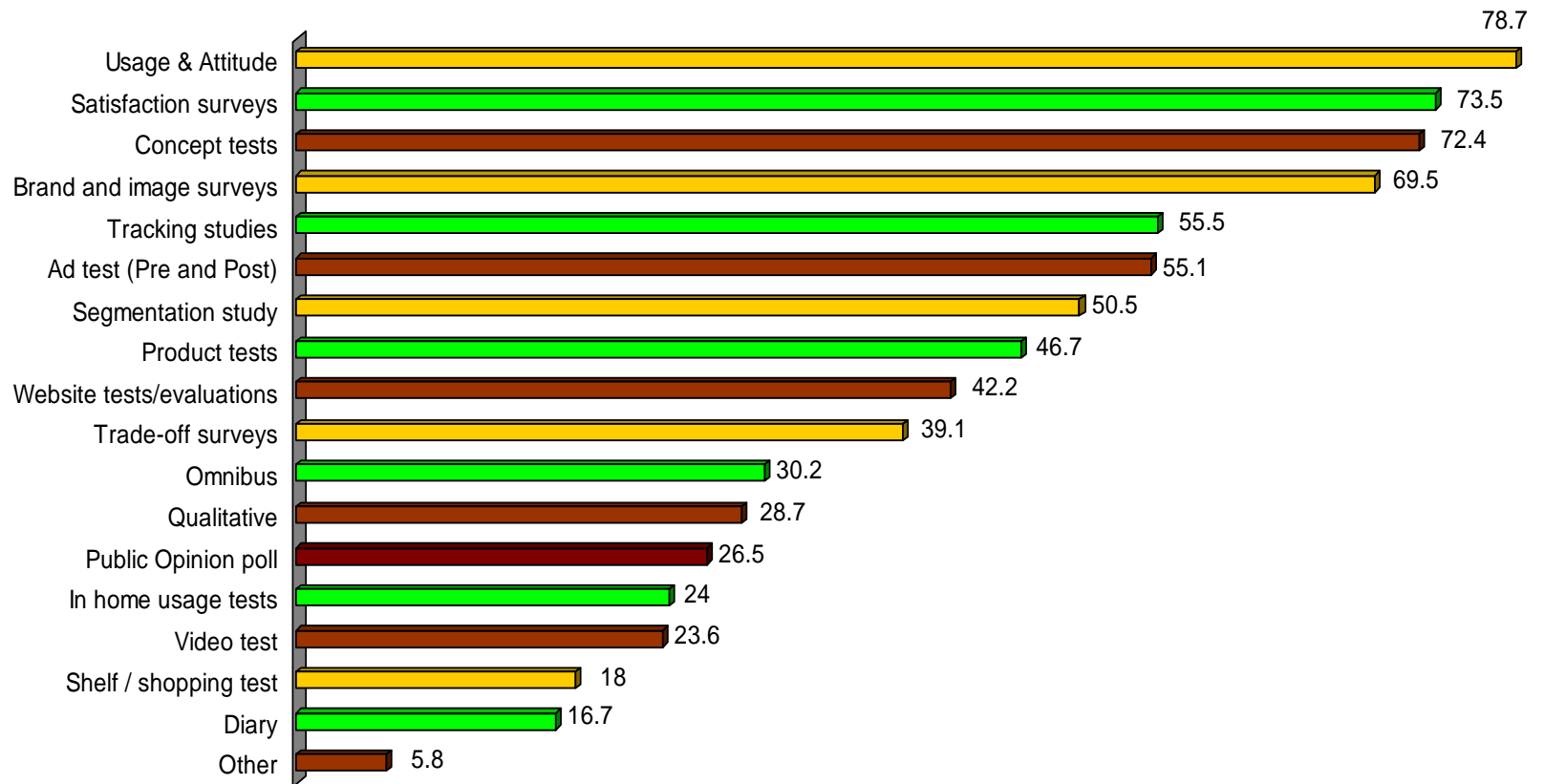


Online Market Research

Common Study Types





Usage & Attitude, Satisfaction, Concept tests and Brand Image surveys are among the most common study types

What kind of surveys do you undertake online?






Internet Research Benefits Researchers and Respondents

Internet Research is Better for *Researchers and Users of Information*

- Faster execution  SPEED
- Richer information per \$ spent  VALUE
- Low incidence and multimode  INNOVATIVE SOLUTIONS
- Real-time measurement  ACTIONABILITY

Internet Research is Better for *Respondents*

- Complete surveys when and where they desire  CONVENIENCE
- They provide feedback and insight on subjects of interest  CONNECTIVITY
- Receive insight and education in return  LOYALTY

Not Just Better Data Collection...

...But Better Research



A new way of thinking
about research



Online Platform Change Agents

**Larger
Sample**



**Visual
Nature**



Speed



Larger Sample Size Expands Possibilities

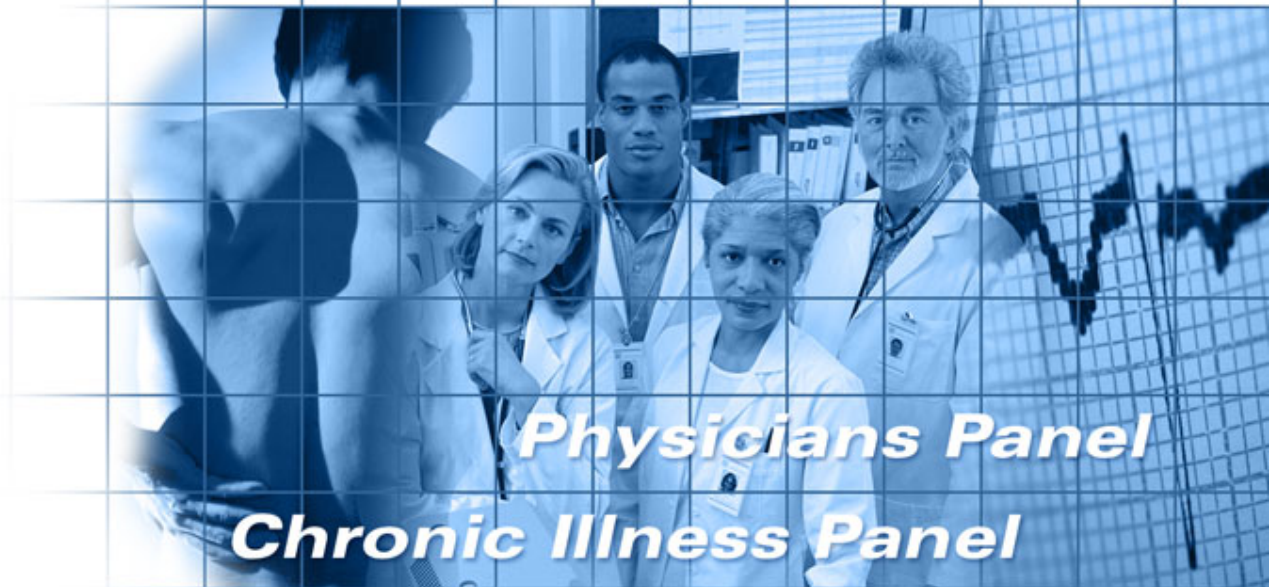
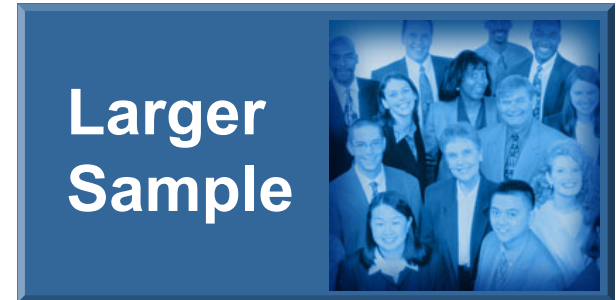
Richer, more robust, stable data

Reach niche markets

Understand loyalty segments

Allows for modeling of data

For example:



Visual Nature Drives Innovation

Clearer communication with respondents

Test across all media – better understanding of the media

Avoiding interviewer bias



For example:



Speed Allows for Action

Quicker in and out of field

Enables real-time strategic and tactical adjustments



For example:
Leading National Advertiser

After 5 days in field, a look at their tracking data helped a leading advertiser's decision to pull an underperforming national TV ad and shift weight to effective executions



The Nuts & Bolts:
New and Cool Tools - Qualitative

Using the Best Qualitative “Tools”



In-Person Methodologies

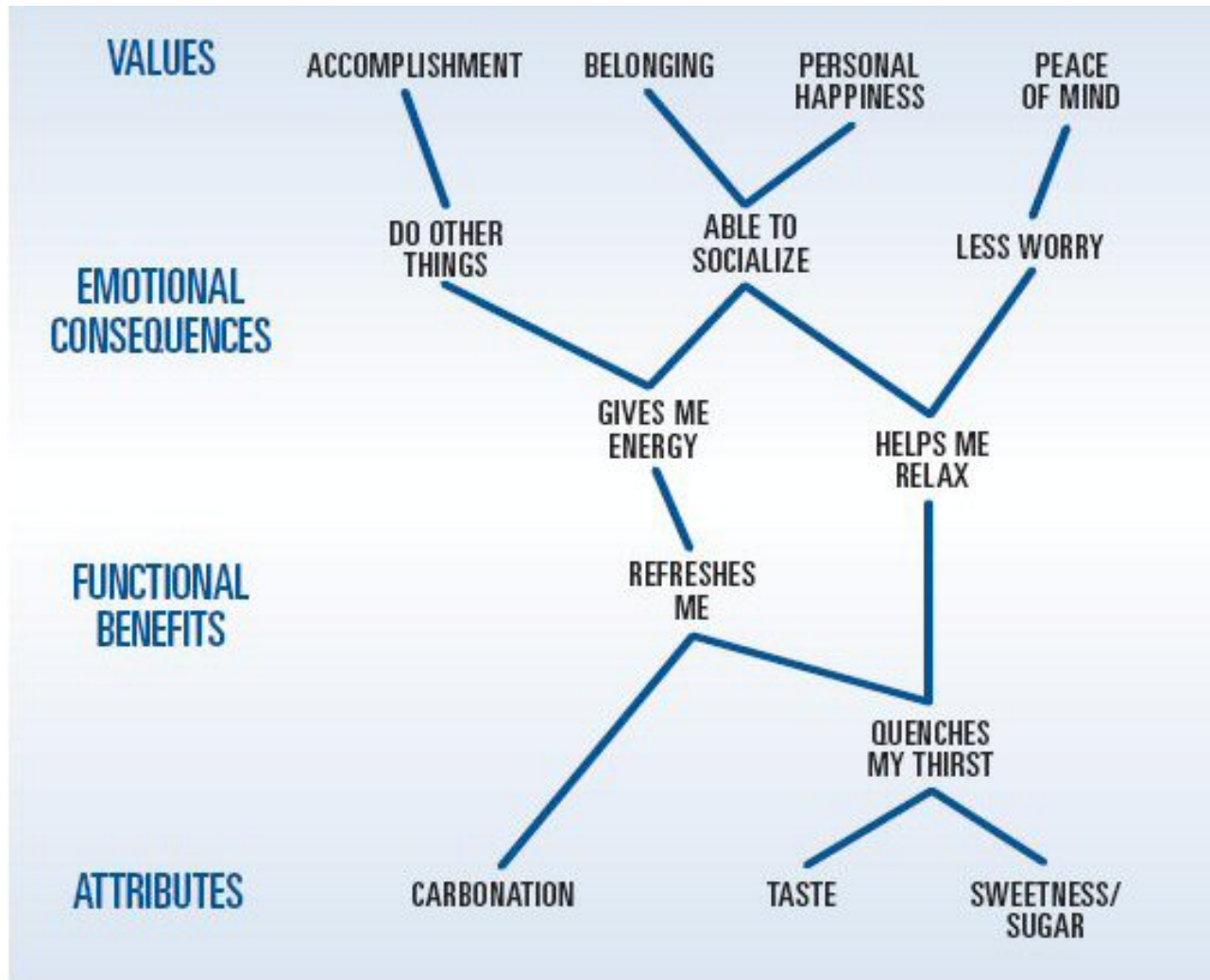
- One-on-one personal interviews (phone & face-to-face)
- “Traditional” focus groups – 8-10 respondents
- Computer assisted “live” interviewing
 - E.g., Advanced Strategy Labs[®] (ASL) – 15-25 respondents
- Laddering techniques
 - E.g, VISTA
- Moment-by-moment reaction gauges
 - E.g., PulseLine groups featuring Perception Analyzer

Online Methodologies

- Bulletin boards – 15-25 respondents
- One-on-one interviews
- Chat groups – 3-20 respondents
- Online ASLs – 15-20 respondents

Hypothetical Decision Map

Soft Drinks



Online Qualitative Research: *Bulletin Boards and Chat Groups*



Online qualitative research is growing rapidly in popularity. Initial fears related to online research are subsiding (lack of depth of information, low participation, and low interaction) and being replaced by its benefits: a wide geographic range, respondent and client convenience, and anonymity.

The two most widely used forms are bulletin board and chat group formats.



Advantages of Online Qualitative Research

- ✓ Provides access to hard to reach groups--e.g....., low incidence, geographically diverse
- ✓ Multimedia capabilities--audio, visual, streaming video
- ✓ Facilitates communication among respondents--less intimidated, open and honest
- ✓ Save travel costs for moderator and observers
- ✓ Can observe groups from office or home--wherever Internet access available--which enables greater observer participation

Bulletin Boards

What It Is	<i>An online group held over an extended period of time with respondents entering and responding at their own convenience, while a moderator monitors throughout.</i>
How It Works	<i>Typically, 20-24 carefully selected people are chosen to participate based on predetermined criteria, and enter the boards over a specified period of time (usually 3-4 days). Respondents reply to pre-programmed questions sets while the live moderator asks follow-up probes. Clients can observe at their convenience.</i>
What It's Good For	<ul style="list-style-type: none">▪ <i>Providing in-depth answers about a variety of topics.</i>▪ <i>Allows information from a geographically diverse set of respondents.</i>▪ <i>Avoiding moderator and client travel.</i>▪ <i>Approaching topics where anonymity facilitates openness.</i>
Additional Considerations	<i>Bulletin boards allow for respondents to provide a greater depth of information than a traditional focus groups: each respondent replies to each question and because it is written, they have the time to articulate their responses and provide more detailed answers. The level of interaction found in traditional groups is diminished but can be partially replaced by the increased volume of information.</i>

Bulletin Boards – What they are

Daily Topics: respondents can/should go backward but not skip ahead, 5 - 7 topics per day

Microsoft Internet Explorer provided by the MS Exchange Migration Team

Initiations Transcript WBs List Projects Reports Intro Edit bb058

Harris Interactive

Thanks For Joining Us

were told they wanted the house in 3 weeks! We said yes & then went crazy trying to find a new home. The scary thing was that the market was so fast - almost unreal - that everything moved too fast with no room for negotiating. Tue 1:09 pm

1.2.8.1. **Reply** **Observer:** What did she mean they negotiated hard for the agent's terms. Were they negotiating commission? Did the agent negotiate? Tue 1:20 pm

1.2.8.2. **Reply** **Mod:** Dear Elizabeth (& Others, if you've had similar or different experiences), thank you for the great detail on your answer. Can you tell us even more about how you "negotiated hard for the agent's terms" - were you referring to the agent you selected? Were you negotiating the commission? Did you negotiate for the level of services the agent would provide? How did the agent negotiate? Tue 3:15 pm

1.2.8.2.1. **Reply** **Carol K:** My husband negotiated with our agent because of the short time span (1 month) of being listed before we accepted the final offer. He lowered his fee from 6% to 4-1/4%. We walked away with the the same end figure. Tue 3:58 pm

you see "buying/selling" in the course of our four day discussion that we have assigned to you. If you have any questions about this or any other part of our

1. Day One

- 1.1.
- 1.2.
- 1.3.
- 1.4.
- 1.5.
- 1.6.

2. Day Two

- 2.1.
- 2.2.
- 2.3.
- 2.4.
- 2.5.
- 2.6.

3. Day Three

Name: Elizabeth P
Gender: F
State: NJ
Age: 35 - 44
Occupation: Administrator

Michael M
Audrey T
Bridget F
Carol K
Cathy S
Elizabeth P
George W
Keith H
Ken A
Laura F
Merle K
Michael K
Michelle B
Nancy Z
Phil N

powered by itracks™ webware Help Options Last Updated: Fri 3:58 pm Eastern

Pre-loaded guide can be set to post automatically at set times each day, guide can be and often is modified during the course of 4 days

Chat Group

What It Is	<i>An online group held over a scheduled period of time while respondents participate in real-time, reacting to both the moderator and one another.</i>
How It Works	<i>Typically, 10-12 people are chosen to participate based on predetermined criteria, and enter the boards for a specified 1-2 hour period of time. Respondents reply to the moderator's questions as well as to one another's answers, as in a traditional focus group. Clients can observe during the session.</i>
What It's Good For	<ul style="list-style-type: none">▪ <i>Gaining top-of-mind insights about creative or concepts.</i>▪ <i>Using only one group to get information from a geographically diverse set of respondents.</i>▪ <i>Avoiding moderator and client travel.</i>▪ <i>Approaching topics where anonymity facilitates openness.</i>
Additional Considerations	<i>Chat groups are more similar to traditional focus groups with regard to interaction and top of mind responses. The flow is more conversational than a bulletin board and respondents are forced to answer using their initial reaction. This method is difficult to use when the target may not be technologically savvy, due to the quick pace of a real-time chat.</i>



Chat Group – What it is



Use your pointer to click where you would go first on this page

Now, please X out what is irritating or annoying to you on this page

One of the major benefits of the chat group platform is its ability to allow participants to interact with the images, concepts, or websites they are shown. They are able to mark the sites with their initial impressions, like, and dislikes.

Chat Groups - Usability Functionality

In addition to annotation abilities, the platform can also be used for usability evaluations. The moderator can share a web page and then 'release' control to a participant, watching them perform tasks and navigate pages, all the while having the participant narrate their actions over the telephone.


Once the exercises are complete, a recording of the session is available as a record of the navigation.


The Nuts & Bolts:
New and Cool Tools - Quantitative

ConfiguratorSM

Total Cost: \$19,895.00

Budget Remaining: \$10,105.00

RAM 1500 Option Categories		Category Description
Model		Select the base model of your truck.
Wheels		
Engine		
Exterior Options		

Available Options	Option Description
<input checked="" type="radio"/> 4x2 Regular Cab \$18,895.00	
<input type="radio"/> 4x4 Regular Cab \$23,155.00	
<input type="radio"/> 4x2 Quad Cab \$23,705.00	
<input type="radio"/> 4x4 Quad Cab \$27,160.00	


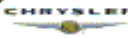




Page

- Finished?
- Selected
- Meta Data
- Log data





Which brand of cars do you like most ? Select them and rank them !

Selecting

 Jeep	Jeep
 Chrysler	Chrysler
 JAGUAR	Jaguar
 smart	Smart
 LAND ROVER	Rover
 Ford	Ford

Ranking

 Jeep	Jeep
 Ford	Ford

Data

In the box below, please click any words you may have LIKED:

Lever 2000 ThermaCare Wraps





Modern science has proven grandmother's advice was right all along-- applying a **warm** heating pad helps alleviate a variety of discomforts, aches and pains. Now modern science offers a way to take the comfort of warm heating pads on the road.

Introducing new Lever 2000 ThermaCare ultra-thin portable heat wraps. These single-use, **air-activated** heat wraps are specifically designed for temporary pain relief. The heat wraps use revolutionary new technology so they're comfortably warm to the touch-- and stay that way for up to 8 hours. And they're **thin** enough to be worn under everyday clothing so you can feel comfortable anywhere, anytime.

Try new Lever 2000 ThermaCare heat wraps to improve the comfort of all your family's 2000 parts.


DynaSortSM

Sorting Area

 Corbis Brown Bear 1 RANK ▲ UP ▼ DOWN	 Corbis Soaring Eagles 1 RANK ▲ UP ▼ DOWN	 Corbis Wild Horses 1 RANK ▲ UP ▼ DOWN	 Corbis Polar Bear 1 RANK ▲ UP ▼ DOWN
Dr. Pepper	Coke Cola	Pepsi	RC Cola






Add

Control Panel


Corbis
Llama
8
UP
DOWN
Starter Deck

Reset

Cards in scratch area: 5

- 
Corbis
Bobcat in snow
- 
Corbis
Cottontail Rabbit munching on food
- 
Corbis
African Elephants in savanna
- 
Corbis
Rubber Ducky sitting in repose
- 
Corbis

IsTaskFinished? | Data | Metadata | Log | ImageLog | ExcLog

Constant Sum

HarrisPollOnlineSM

Powered by Harris Interactive

This question demonstrates the use of the constant sum indicator, commonly used on points or percentage allocation tasks. Notice the calculation at the bottom of the screen will give you a total.

**What percent of your time is spent participating in each of the following activities?
Please be sure to enter values that sum to 100.**

	<i>% Of Time</i>
Driving	<input type="text" value="15"/>
Sleeping	<input type="text" value="12"/>
Eating	<input type="text"/>
Watching movies	<input type="text"/>
Some other activity	<input type="text"/>

Current Total:

NEXT 

PROGRESS

 BACK

Virtual BuyerSM & Market Simulators

HarrisPollOnlineSM

Powered by Harris Interactive

Listed below are 6 diaper products, each offered in 2 different package sizes. Please review each product carefully and tell us which one you would choose by clicking the 'Select' button. If none of the products are appealing to you, you always have the option to select 'I would buy a different package of diapers' at the bottom of the screen.

Brand	Dri Bottoms	Huggies	Pampers Baby Dry	Luvs Ultra Leakguards	Huggies Supreme	Pampers Cruisers
Outlet	Wal-Mart	Drugstore	Supermarket	Discount Department Store	Drugstore	Internet
Absorbency	Much better than average	Average	Average	Better than average	Much better than average	Better than average
Leak Protection	Better than average	Much better than average	Better than average	Average	Much better than average	Average
Comfort	Less bulk between the legs	Contoured shape and less bulk between the legs	Less bulk between the legs	Contoured Shape	Contoured shape and less bulk between the legs	Contoured Shape
Tabs	Single Use Tabs	Refasten Tabs	Single Use Tabs	Refasten Tabs	Refasten Tabs	Single Use Tabs
Diaper Cover	Cloth-like cover	Cloth-like cover	Cloth-like cover	Plastic cover	Plastic cover	Plastic cover
Price for a Mega Pack (52 diapers)	\$12.49 <input type="button" value="Select"/>	\$13.49 <input type="button" value="Select"/>	\$14.99 <input type="button" value="Select"/>	\$11.99 <input type="button" value="Select"/>	\$16.49 <input type="button" value="Select"/>	\$18.49 <input type="button" value="Select"/>
Price for a Value Pack (120 diapers)	\$21.99 <input type="button" value="Select"/>	\$28.99 <input type="button" value="Select"/>	\$25.99 <input type="button" value="Select"/>	\$25.49 <input type="button" value="Select"/>	\$35.99 <input type="button" value="Select"/>	\$37.49 <input type="button" value="Select"/>

Next 

 Back

The Nuts & Bolts:
Opportunities for Combining Qualitative and Quantitative Applications



Combining Qualitative and Quantitative Approaches

There is tremendous opportunity, especially in an online environment to combine methodologies to meet specific objectives

Prior to quantitative research

- Identifying issues
- Communicating in consumer language

During quantitative research

- Refine/validate quantitative research
- Provide in-depth understanding of key areas
- Re-contact quantitative respondents with certain characteristics to probe

After quantitative research

- Understand rationale of data gathered

Case Study – Combined Methodologies for Testing Creative

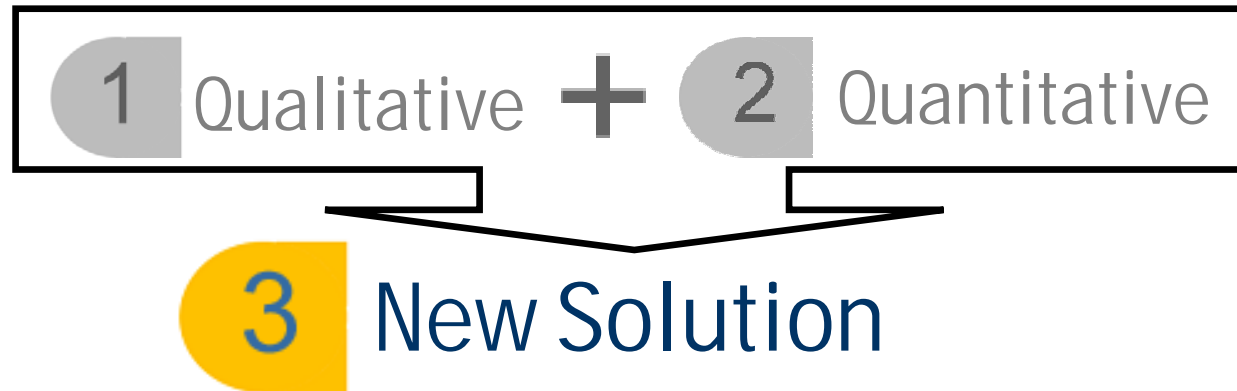
Advertisers need to find ways to eliminate waste when testing and producing creative at early levels of finish.

Pressure on ad industry in three key areas

- *Time*
- *Cost*
- *Overall efficiency*



Combining Quantitative and Qualitative: Animatic Pre-Test Example



100 quantitative online monadic interviews per execution

Focus Groups recruited following quantitative interviews

Single source – representative data

Quantitative informs qualitative for *richer information*

Quick and cost effective when done online

The Advertiser's View

Perceptions and Problems...

- 1 *Subjectivity of qualitative*
- 2 *Cost of qualitative and / or quantitative*
- 3 *Timing*

Combining – A Case Study

Salad Dressing



Results – Salad Dressing

Quantitative Results (animations)

	Execution 1	Execution 2
Branding	90%	*94%
Purchase Intent	44%	44%
Likeability	63%	61%
Paid a lot of Attention	55%	*66%
Meaningful	66%	72%
Natural	65%	*76%
Taste	47%	*39%

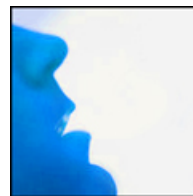
* = notes a significant difference at the 80% confidence interval.

What could the qualitative add?

Value...

Execution 1 results found that:

- Positive mentions are quite strong – Looks tasty, fresh, all natural, key message registered and product is differentiated.



Made me think the salad dressing couldn't be anything but fresh

New and inventive

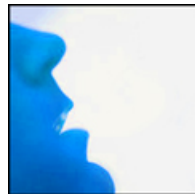
All natural... freshness

What could the **qualitative** add?

Value...

Also execution 1 had:

- Small negative response to voice-over. Too low, sensual for this ad.



I don't really like the guy's voice. I mean...it's kinda...deep&sexy or whatever...

...the voice is strange

Darth Vader doing salad dressing commercials



Results of Ad 2: A value-add

Execution 2 showed:



Salad Dressing - Learnings

Quantitative Alone



Execution #2 would have been chosen

Qualitative Alone



Would have highlighted a negative - correctable - scene in the ad

Quantitative

+

Qualitative

New Information!

Case Study Exercise

