

Chapter 2

DEFINING THE MARKETING RESEARCH PROBLEM AND DEVELOPING AN APPROACH

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CHAPTER OBJECTIVES

1. Understand the importance of and process used for defining the marketing research problem.
2. Describe the tasks involved in problem definition, including discussion with decision maker(s), interview with industry experts, secondary data analysis, and qualitative research.
3. Discuss the environmental factors affecting the definition of the research problem: past information and forecasts; resources and constraints; objectives of the decision maker;

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buyer behavior; legal environment; economic environment; and marketing and technological skills of the firm.

4. Clarify the distinction between the management decision problem and the marketing research problem.
5. Explain the structure of a well-defined marketing research problem including the broad statement and the specific components.
6. Discuss in detail the various components of the approach: objective/theoretical framework, analytical models, research questions, hypotheses, and specification of information needed.
7. Acquire an appreciation of the complexity involved, and gain an understanding of the procedures for defining the problem and developing an approach in international marketing research.
8. Understand the ethical issues and conflicts that arise in defining the problem and developing the approach.

AUTHOR'S NOTES: CHAPTER FOCUS

This chapter provides an appreciation of the importance and complexities involved in defining the marketing research problem, and provides an overview of the process and components of an approach to a marketing research problem. The problem definition process is described. The tasks involved in problem definition are discussed. The factors affecting the environmental context of the problem are identified. The distinction and the relationship between the management decision problem and the marketing research problem is emphasized. The appropriate formulation of the marketing research problem is explained. Furthermore, the process of developing an approach is described. The components of an approach—theoretical foundations, analytical models, research questions, hypotheses, and specification of information needed—are identified and explained.

This chapter is different from ones in competing texts in that an entire chapter is devoted to the problems of defining the marketing research problem and the development of an approach to the problem. Half of the chapter is devoted to defining the marketing research problem. The discussion in other texts is relatively brief. The material on the errors involved in problem

definition and the appropriate way of defining the problem is unique. The discussion of the development of an approach to the problem in other texts is relatively brief or nonexistent in many. Much of the material presented in this chapter is unique.

This chapter could be taught by focusing on the chapter objectives sequentially. Greater emphasis could be placed on discussion with decision makers and industry experts (Chapter Objective 2) and the environmental context of the problem (Chapter Objective 3). The distinction between the management decision problem and the marketing research problem, as well as the definition of the marketing research problem (Chapter Objective 4), should be stressed. One could also emphasize theoretical foundations, analytical models, and hypotheses (Chapter Objective 6). Discussions of the international difficulties and ethical concerns of defining the marketing research problem and developing an approach can also be interesting and beneficial to both graduate and undergraduate students (Chapter Objectives 7 and 8). Concepts maps can be used to efficiently and effectively summarize the problem definition and the approach development processes (Figures 2.5 and 2.6). Graduate students should be encouraged to try the Internet and software, such as the programs described in the book, or any similar programs, in the computer lab during non-class hours.

CHAPTER OUTLINE

1. Objectives
2. Overview
3. Importance of Defining the Problem
4. The Process of Defining the Problem and Developing an Approach
5. Tasks Involved
 - (i) Discussions with Decision Makers
 - (ii) Interviews with Industry Experts
 - (iii) Secondary Data Analysis
 - (iv) Qualitative Research
6. Environmental Context of the Problem
 - (i) Past Information and Forecasts
 - (ii) Resources and Constraints

- (iii) Objectives
- (iv) Buyer Behavior
- (v) Legal Environment
- (vi) Economic Environment
- (vii) Marketing and Technological Skills
7. Management Decision Problem and Marketing Research Problem
8. Defining the Marketing Research Problem
9. Components of the Approach
 - (i) Objective/Theoretical Framework
 - (ii) Analytical Model
 - (iii) Research Questions
 - (iv) Hypotheses
 - (v) Specification of Information Needed
10. International Marketing Research
11. Ethics in Marketing Research
12. SPSS Windows
13. Summary
14. Key Terms and Concepts
15. Suggested Cases, Video Cases, and HBS Cases
16. Live Research: Conducting a Marketing Research Project
17. Acronyms
18. Exercises
19. Internet and Computer Exercises
20. Activities

TEACHING SUGGESTIONS

Chapter Objective 1

- Explain the rationale behind the problem definition process.
Begin by noting that a clearly defined problem serves as a guideline to the researcher in designing and conducting research properly. Thus, it helps the researcher in answering the question: what is to be done? In absence of a well-defined problem, the data collected

may be worthless to the decision maker. Stress that a clearly laid down research problem leads to goal-directed research, which will meet the objectives of the decision maker instead of haphazard research, which often provides incomplete information. The following example may prove instructive here.

Example: Starship, Inc. was a large department store situated in a medium-sized metropolitan area. Almost 50% of its sales were accounted for by the sale of women's clothes. It carried a line of good quality clothes at a reasonable price. However, lately the store had been facing a profit squeeze. The management decided to upgrade its line of women's apparel. To assess the market size an outside research agency was hired. The agency found that a significant demand existed for higher priced brand name and designer clothes. Acting on the results obtained by the research firm, the management thoroughly refurbished the women's section by upgrading. Immediately afterwards the sales declined sharply. Apparently, neither the management nor the researchers had taken into consideration the fact that Starship's clientele was largely made up of middle-income families. Thus, the entire research effort was wasted by the poor formulation of the problem.

- Discuss the process of formulating the problem.

Emphasize that formulating the problem is a sequential process. The first step involves discussion with the decision maker. Stress to the students that the researcher needs to understand the nature of both the problem and the decision which management faces in order to determine the underlying information needs. Sometimes discussions with industry experts, analysis of secondary data, and preliminary research are required to identify the factors that must be considered for the proper identification of the decision problem. The final step is to translate the decision problem into a research problem.

Figure 2.1 can be used as a guideline to the problem definition process.

- See Questions 1 and 2.

Chapter Objective 2

- Describe the importance of the decision maker to the researcher.

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Explain that the researcher must communicate with the DM in order to understand the nature of the problem the DM faces and what he hopes to learn from the research. Such an understanding will help the researcher in gathering information relevant to the problem faced by the decision maker. Note that a candid and open discussion between the researcher and DM may help in identifying:

1. the events that led to the need for making a decision.
2. the alternative courses of action available to DM.
3. the criteria to be used in evaluating various courses of action.
4. the information that is needed by the DM in making the decision.

A systematic approach to working with the DM is the problem audit. It enables the researcher to get beyond the mere symptoms to understand the causes of the problem.

- Explain the difficulties of dealing with the DM.

It is worthwhile to inform the class that access to the DM may be difficult. The DMs may not have enough time to have a fruitful discussion with the researcher. This is especially true in the case of multiple DMs, where there may be conflicts of interest and time. Finally, alert the students that sometimes the DMs decide the action in advance and simply want data that will support their plans. This is not a sound application of marketing research and the researcher should remain unbiased while conducting and presenting a study.

- Describe the role of industry experts and secondary data in identifying problem(s).

Note that industry experts can provide useful information about the prevailing market conditions. They can be especially useful in the case of industrial marketing research where technical knowledge is required. Regarding secondary data, it is important to provide economical and quick information that can be useful in understanding the problem clearly. Sometimes focus groups are used to provide information that is then used in refining the problem. Figure 2.1 provides a framework that graphically shows the role of industry experts and secondary data in identifying the problem.

- See Questions 4, 5, and 6.
- Describe the role of qualitative research in the process of developing an approach.

Emphasize that the purpose of qualitative research is to get a feel for the situation rather than a conclusive result. Such research can and should play a useful role in helping the researcher to understand the problem more clearly. Techniques such as focus group interviews, pilot surveys, and in-depth interviews are often used to find the opinion of the consumers. This helps the researcher in refining the problem and guiding the research in the right direction.

- See Question 9.

Chapter Objective 3

- Highlight factors affecting the problem definition process.
 1. Past information and forecasts: Past information and forecasts provide industry data that put the current problem into context.
 2. Resources and constraints: Resources and constraints force the problem to be defined in an appropriate scope.
 3. Objectives: An understanding of the objectives of the organization and decision maker allows the researcher to pinpoint the exact desires for the study.
 4. Buyer behavior: An understanding of the ultimate consumer's behavior is critical to understanding their response to specific marketing actions.
 5. Legal behavior: The legal environment may regulate certain aspects of the marketing mix and the research effort, thus affecting the problem definition.
 6. Economic environment: The economic environment can affect the decisions of consumers and impact the marketing mix.
 7. Marketing and technological skills: The abilities of the organization to develop and market products may affect the scope of the research to be done. In addition, technological advances offer new methods of conducting marketing research.

Figure 2.2 may be helpful here by listing the environmental factors marketers should consider.

Chapter Objective 4

- Distinguish between the marketing research problem and management decision problem.

The management decision problem asks what the DM needs to do, whereas the marketing research problem entails determining what information is needed and how it can be obtained in the most feasible way. To show the difference between the two types of problems, you can list some management problems on the blackboard and then ask students to formulate the relevant research problem.

For example:

Management Decision Problem	Research Problem
1. Should the price be cut in response to a price-cut by a competitor?	Determine the buyer- behavior at various price levels.
2. Should the product 'X' be introduced in the market?	Assess the probable market size and share for product 'X'
3. What should be done to increase the relative market share of product 'Y'?	Determine the strengths and weaknesses of 'Y' vis-à-vis those of the competitors.

- See Question 7.

Chapter Objective 5

- Explain the components of a well-defined marketing research problem.

A well-defined marketing research problem consists of both a broad statement and a list of specific components of the problem. The broad statement provides perspective on the problem and acts as a safeguard against overlooking important aspects of the marketing research and management decision problems. The specific components focus on the key aspects of the problem and provide clear guidelines on how to proceed further.

- Explain the pitfalls of defining a research problem in either a too broad or too narrow perspective.

A broad definition does not provide guidelines for subsequent steps in research. A narrow definition, on the other hand, may preclude the consideration of some courses of action. In either case, the solution reached will not be directly related to the problem and may be of little use to the manager. See Figure 2.3 for a guide for defining the research problem.

- See Question 8.

Chapter Objective 6

- Explain the rationale for basing research on objective/theoretical foundations.

Begin by referring to Figure 2.1, Developing an Approach to the Problem. This overhead provides a framework for the process of developing an approach to the problem.

Within this framework, emphasize that the foundation of research should be objective and based on a theoretic foundation. A theory is based on principles, which have either been proven or accepted as true. Thus, a theory provides a researcher with general principles on which to base his/her research work. Moreover, note that a theory serves as a framework that can be used by the researcher in interpretation of the data collected.

- Explain the nature of an analytical model and how such a model can be utilized in developing an approach to the problem.

Again refer to Figure 2.1 and explain that an analytical model is a verbal, graphical, or mathematical representation based on some theoretical foundations. Thus, note that the analytical model is developed from the theoretic base of the research. Once formed, the model describes the relationship among the variables of interest in the present situation. By manipulating these variables, a researcher can isolate the relevant variables (i.e., the ones which have an important bearing on the present problem).

- Write down some research questions on the blackboard and ask students to suggest an appropriate hypothesis. For example:

Research Question	Hypothesis
1. What is the mean income of heavy-drinkers	The lower income people consume more

of beer?	beer.
2. What age group of purchasers of product 'X' buys 'X' the most?	The age group 35–44 is the heaviest user.
3. What will be the result on sales of a 20% increase in price?	A 20% increase in price will not lead to a decrease in dollar sales.

Figure 2.4 may be helpful here as a guideline to show the flow of development from research questions to hypotheses.

- Explain why each of several different approaches may be suitable for a research problem.

No one approach to a problem will be perfect. There is no one best approach. Rather, each approach will have its own strengths and weaknesses. Thus, many approaches may be capable of answering the research questions within the constraints embodied in any particular approach.

- See Questions 9, 10, 11, 12, and 13.

Chapter Objective 7

- **Describe how culture influences the environmental context of the problem.**

The following steps help researchers account for environmental and cultural differences when defining the problem in an international marketing context:

Step 1. Define the marketing research problem in terms of domestic environmental and cultural factors. This involves an identification of relevant American (or Western) traits, economics, values, needs, or habits.

Step 2. Define the marketing research problem in terms of foreign environmental and cultural factors, without judgment. This involves an identification of the related traits, economics, values, needs, or habits in the proposed market culture. This task requires input from researchers familiar with the foreign environment.

Step 3. Isolate the self-reference criterion (SRC) influence on the problem and examine it carefully to see how it complicates the problem. Examine the differences between Steps 1 and 2. The SRC can be seen to account for these differences.

Step 4. Redefine the problem without the SRC influence and address it for the foreign market situation. If the differences in Step 3 are significant, the impact of the SRC should be carefully considered.

Note, while developing theoretical frameworks, models, research questions, and hypotheses, differences in the environmental factors, especially the sociocultural environment, may lead to differences in the formation of perceptions, attitudes, preferences, and choice behavior.

Chapter Objective 8

- Discuss the ethical responsibilities of the researcher and the client.

The process of problem definition should not be compromised by the personal agendas of the researcher (e.g., enhance profits) or the client (e.g., undertake research to justify a decision already made).

Such ethical situations would be satisfactorily resolved if the client/researcher relationship developed with both the client and the researcher adhering to the seven Cs: communication, cooperation, confidence, candor, closeness, continuity, and creativity, as discussed earlier. This would provide a relationship of mutual trust that would check any unethical tendencies.

Ethical situations affecting the researcher and the client may also arise in developing an approach to the problem. When researchers conduct studies for different clients in related industries (i.e., banking and financial services) or in similar research areas (i.e., customer satisfaction), the research firm is honor bound not to reuse client-specific models or findings for other projects.

The client also has an ethical responsibility not to solicit proposals merely to gain the expertise of the research firms without pay. It is unethical for a client to solicit proposals

from a few research firms and then adopt one or a combination of the approaches suggested in them and conduct the project in-house.

The Internet and Marketing Research

- Describe the advantages of the Internet and computers in developing an approach to the problem.

The Internet can help the researcher gain access to the DMs and industry experts through e-mail and chat rooms. To locate an expert, search the lists of Usenet FAQs to see if one covers your topic. If there is no FAQ, search the list of Usenet newsgroups or forums (groups.google.com) to find an appropriate forum. Then search for listservers related to the industry or type of organization that client belongs in. Search engines, mentioned in Chapter 1, can be used to collect secondary data quickly and economically.

Many of the factors to be considered in the environmental context of the problem can be researched via the Internet. For client specific information the user can go to the company homepage. Have the students visit the homepage for Coca-Cola Enterprises, Inc. (www.cokece.com). Further, the user can also search for competitor information on the Internet. The students should also be encouraged to visit and obtain information from the following sites: Dunn's Market identifiers from Dunn and Bradstreet (www.dnb.com), and StreetLink, which provide corporate information on many companies, www.streetlink.com.

In addition to the Internet, computers can be used in other ways to define the problem and develop an approach. The literature review could be conveniently conducted by examining, among other sources, online information about catalogs, books, and articles. Spreadsheet software packages such as Lotus 1-2-3 and Excel are effective managerial tools in developing and testing simple mathematical models.

- See Internet and Computer Exercises.

ACTIVE RESEARCH

It should be noted that a variety of answers are appropriate. The ones given here are merely illustrative. DM denotes decision maker and MR denotes marketing researcher.

DM: Sprite

Indicators for poor performance of Sprite: Symptoms

- Decreasing market share.
- Lower growth rate with respect to competition.
- Missing sales forecasts.
- Existing customers leaving the brand.
- Sales force pushing for price cuts or sales promotions.

MR: Sprite

The marketing program for Sprite:

- Sprite is aiming at the teens and sports fans with its “Thirst” Campaign.
- Sprite runs online marketing promotions with the likes of online merchants like RocketCash specifically aimed at teens.
- The Sprite Web site offers interesting games to capture attention of teens and gain brand loyalty.
- It aggressively sponsors sports and games and advertises during related TV programs.

Reasons for lack of performance include:

- Sprite might not be appealing to target market.
- Company might be targeting the wrong segments.
- Excessive competition in the segment.
- They might not have picked the right advertising theme.
- Weakness in the distribution system.
- Ineffective promotions.

MR: Wal-Mart

- Growth in U.S. nearing saturation
- Suppliers might rebel against the pressure by Wal-Mart
- Company not doing a good job with international expansion. If rightly done this is a huge opportunity.

- Internet and other emerging channels pose challenge as well as opportunity

Students should locate and interview an expert.

DM: Wal-Mart

As CEO of Wal-Mart the marketing strategies I would formulate are:

- Launching brands for different product segments (differentiation)
- Specialty stores for category of items like electronics.
- Develop long-term relationships with key suppliers.
- Have overseas partners and joint ventures in foreign business development.
- Online retailing (use partners with right know-how if necessary)

Note that strategies have been suggested for each challenge or opportunity.

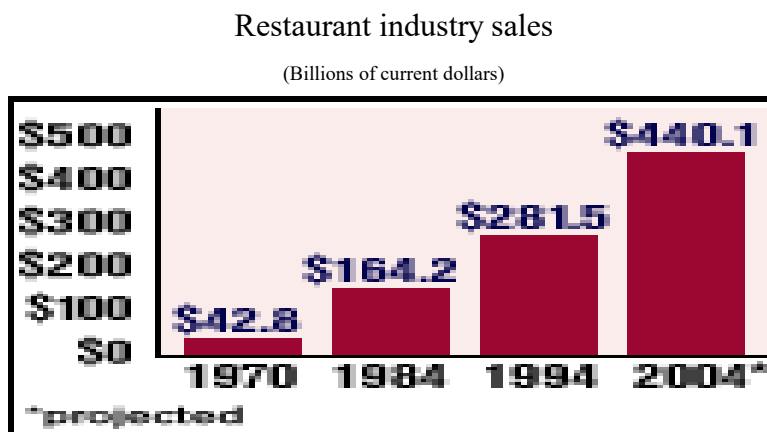
MR: Houston's

Sales of Restaurants:

- Most of the specific data is available from paid sources. Openly available data is mostly regional.

Source: <http://www.restaurant.org/research/>

The nation's 878,000 restaurants should hit \$440.1 billion in sales in 2004, according to the NRA's 2004 Restaurant Industry Forecast.



DM: Houston's

Houston's Marketing Manager;

- Problems include potential loss of lunch traffic
- Opportunities are there for introducing new services for the lunch-on-the-go crowd.
- Hotel needs to change its service model.
- Drive in counters
- Fast food counters.
- There should be pickup counters where orders could be placed by phone and picked up later.
- Waiting times and delays have to be reduced

EXPERIENTIAL LEARNING

This experiential exercise is designed to enable the students to interact with a local business in a real-life setting. The answers will vary with the business selected but should follow the format given in Chapter 2.

DECISION RESEARCH

It should be noted that a variety of answers are appropriate. The ones given here are merely illustrative.

The Marketing Research Decision

1. The management decision problem is what Kellogg's can do to overcome the slump in the cereal market and increase its sales and market share.
2. Marketing research problem formulation: How can Kellogg's overcome the slump in the cereal market and defend its position in that segment?
3. The market research problem addresses the problem at hand in an adequately broad manner without being vague. The problem formulation is suitable for analyzing both the

trends within the industry segment as well as the externalities such as substitute products that affect the slump in sales.

The Marketing Management Decision

1. He should introduce new cereals targeted at adults, decrease prices, increase the advertising budget, and launch a new campaign.
2. The research reveals that the products are not suited for the taste of adults and are costly. Also, the substitute products seem to be gaining momentum and eating into the market share for cereals. Introduction of new products for adults will make the Kellogg's products popular among adults. Lowering the price or a new, cheaper line of products will cater to price-conscious customers who currently choose generic products. The ad budget has to be increased. Finally, a campaign has to be launched for two reasons. First, for the changed image to be communicated to public and to prevent losing out in the battle against substitute products.

PROJECT ACTIVITIES

1. The marketing research problem is appropriately defined because it follows the format in the book and avoids both types of errors.
2. Several alternative models may be formulated.
3. Several answers are possible. Here are some possibilities.

Component 1

RQ1: How important is competitive pricing?

H_I: Competitive pricing is more important to the lower-income shoppers.

RQ2: How important is in-store service?

H₂: Mere presence of salespeople is not enough; salespeople should be friendly.

Component 2

RQ1: How do shoppers evaluate the quality of Sears' brands of merchandise?

H₁: The quality of Sears' brands is much higher for hardware than for apparel.

RQ2: Are Sears stores conveniently located?

H₂: Sears stores are conveniently located for shoppers living in the suburbs.

Component 3

RQ1: Is Sears preferred for hardware?

H₁: Sears is preferred over competitors for the purchase of hardware.

RQ2: Is Sears preferred for the purchase of women's clothing?

H₂: Shoppers prefer to purchase women's clothing at upscale department stores.

Component 4

RQ1: What is Sears' market share for hardware?

H₁: Sears' market share is higher in hardware than it is in men's clothing.

RQ2: How does Sears' market share compare to Macy's in home furnishings?

H₂: Macy's has a larger market share than Sears' in home furnishings.

Component 5

RQ1: How is store patronage related to store evaluations?

H₁: Store patronage is a linear function of store evaluations.

RQ2: Which demographic characteristic is the most important in influencing store patronage?

H₂: Income is the most important demographic characteristic in influencing store patronage.

EXERCISES

Questions

1. The first step in conducting a marketing research project is defining the marketing research problem.
2. It is important to define the marketing research problem appropriately because it serves as a guideline to the researcher for conducting the rest of the marketing research project.

3. One reason why management is often not clear about the real problem is the tendency of the DM to focus on the symptoms rather than causes. Moreover, DMs have various time constraints and therefore are not in a position to gather relevant information to analyze the situation. Finally, the problem, as they perceive it, may be colored by their subjective opinions and biases.
4. The researcher plays a major role in the problem definition process. The process starts with a discussion between the researcher and the decision maker about the decision the DM faces. This discussion should include the alternative courses of action available to the DM and the information that is needed by the DM. The researcher may also hold interviews with industry experts, analyze secondary data, and conduct preliminary research to properly identify the management decision problem. Once the management decision problem has been formulated, the last step in the process is to translate it into a marketing research problem.
5. A problem audit is a comprehensive examination of a marketing problem situation with the purpose of understanding its origin and nature. The problem audit involves discussions with the DM on the following issues:
 - (a) The events that led to the decision that action is needed, or the history of the problem.
 - (b) The alternative courses of action available to the DM. The set of alternatives may be incomplete at this stage, and qualitative research may be needed to identify the more innovative courses of action.
 - (c) The criteria that will be used to evaluate the alternative courses of action. For example, new product offerings might be evaluated on the basis of sales, market share, profitability, return on investment, and so forth.
 - (d) The potential actions that are likely to be suggested based on the research findings.
 - (e) The information that is needed to answer the DM's questions.
 - (f) The manner in which the DM will use each item of information in making the decision.
 - (g) The corporate culture as it relates to decision making. In some firms, the decision making process is dominant; in others, the personality of the DM is more important.

6. A symptom occurs as a result of a problem. It is often a complicated process to distinguish a symptom from a problem, but the problem audit offers a structured means of analysis.
7. A management decision problem asks what the DM needs to do. A marketing research problem, on the other hand, is stated in terms that enable the researcher to gather information required by the DM in deciding what to do. The management decision problem is action oriented and focuses on the symptoms. The marketing research problem is information oriented and focuses on the underlying causes.
8. Two types of errors are usually encountered in defining a marketing research problem:
 - (a) defining the research problem in terms which are too broad, vague, or general.
 - (b) defining the research problem in terms that are too narrow.The incidence of such errors can be reduced by first stating the problem in broad terms and then identifying the specific components of the problem.
9. After the research problem has been defined, it is necessary to break it down into components that can be addressed separately. To find the answers to each component of the problem, it is essential that a set of specific questions be formulated that capture the essence of the part or component. These specific questions are called research questions.
10. A research question is basically formulated to find an answer to a specific issue. A hypothesis is a possible answer to the research question that can be empirically tested. For example, a research question may be framed as: “How does the age of a consumer affect the purchase of a car?” A possible hypothesis is, “People in the age group 45–55 tend to buy upscale cars.”
11. It is not necessary that every research project have a set of hypotheses, because sometimes sufficient information is not available to develop hypotheses. Other times, the most reasonable statement of a hypothesis may be simply a trivial restatement of the research question.
12. The most common forms of analytical models are verbal, graphical, and mathematical structures. Verbal models state the variables and their relationships in prose form. Graphical models are used to isolate variables and suggest directions of relationships but are not generally designed to provide numerical results. Mathematical models specify the relationships among variables, usually in equation form.
13. One example would be a threshold model for consumer purchasing behavior. Verbally, this model can be explained as increasing motivation in the consumer, disposing him/her

towards a purchase. The purchase will occur when his motivation reaches some threshold level.

This model can be represented graphically or expressed mathematically using calculus, as shown in the text.

14. Markstrat2 is a management training computer software program which can be customized to feature the competitive circumstances of a selected industry. The Markstrat2 model incorporates an extensive number of variables involved in the operation of most business enterprises. In this way, the environmental context of the problem can be analyzed. The Global Access Toolkit is another such software.

Problems

1.
 - (a) Assess the probable market size and acceptance for the product.
 - (b) How effective has the campaign been in boosting sales in the past three years?
 - (c) Determine how the various levels of in-store promotion affect the sales.
 - (d) Determine the relationship between price and demand for a new product.
 - (e) Determine the relation between alternative compensation packages and the respective sales performance.
2.
 - (a) Should a new store be opened in a certain metropolitan area?
 - (b) Should a new product be introduced? If so, what features should it have?
 - (c) Should the present TV commercial be changed?
 - (d) How many new sales people have to be hired?
 - (e) How should the various items in the product line be priced so as to maximize revenue?
3. A few examples are listed below, although others can be devised.

Symptoms	Causes
Declining market share	Outdated product
	New competition
	Shifting demographics
	Inappropriate pricing
Decline in profits	Ineffective promotions
	Escalating distribution costs
	Improper channel structure

Inability to gain channel participation	Lack of product differentiation Misdirected promotions Inferior product image
Heavy turnover in Sales force	Lack of proper sales incentives Improper allocation of territories Unrealistic sales quotas
Decline in company sales	Decline in industry sales Increased competition

4. Research Questions:

- (a) Is the proximity of the store to the consumer's residence a factor?
- (b) Are consumers concerned with the image of the store?
- (c) Do coupons/discounts induce more consumers to visit the store?

Hypotheses:

- (a) The store must be within five miles of the consumer's residence to motivate him/her to come.
- (b) An image stressing convenience and fashion is most suitable for store X.
- (c) Coupons and discounts favorably impact store patronage.

5. Some possible factors are:

safety	timeliness
convenience	price
frequent flyer benefits	departure times
routes	amenities

Internet and Computer Exercises

1. Online databases that can be used here include Management Contents, Economic Literature Index, Predicasts, and Dow Jones. Others are available. The purpose of this exercise is simply to get the students to explore the computer resources available to them and experience the value of information available on the Internet.
The report on the environmental context surrounding Diet Coke should follow the format given in the book.
2. The model may be either a graphical or analytical model. While conceivably one could develop a verbal model, this defeats the purpose of using the computer for analysis. It is desirable that the students do some statistical analysis and suggest a statistical model.
3. While this list of choice criteria factors for sneakers may not be comprehensive, it should be illustrative and include factors such as type of upper, type of sole, price, image, type of technology, etc.
4. Bank of America is among the major banking institutions in the country. The bank engages in general banking services offering checking accounts, savings accounts, money market accounts, time certificates of deposits, securities sold under agreements to repurchase, individual retirement accounts, and various types of loans, such as commercial loans, home equity loans and consumer loans. Other services include drive-in banking, VISA card, and an automated teller machine network. The students are free to select the competing banks. Information on the environmental context factors can be obtained from the 10-K reports.

ACTIVITIES: QUESTIONS AND ANSWERS

Role Playing

Q1. Ask a fellow student to play the role of decision maker (DM) for a local soft drink firm contemplating the introduction of a lemon-lime soft drink. This product would be positioned as a “change of pace” soft drink to be consumed by all soft drink users, including heavy cola drinkers. You act the role of a researcher. Hold discussions with the DM and identify the management decision problem. Translate the management problem into a written statement of the research problem. Does the DM agree with your definition? Develop an approach to the research problem that you have identified.

A1. **Management Problem:** Should a lemon-lime drink be introduced in the market to increase sales?

Research Problem: Determine the market size for a lemon-lime drink and the strengths and weaknesses of similar products, if any, already in the market.

This problem can be broken down into the following specific components:

1. What is the market size of the lemon-lime segment of the market?
2. What are the attributes of lemon-lime drinks in the market?
3. Which attributes are positively evaluated? Which are negatively evaluated?
4. Do the attributes of the new product match the desires of the market?

Q2. You are Vice President of Marketing for American Airlines and would like to increase your share of the business market. Make a list of relevant objectives for American Airlines. As the DM, what are your personal objectives?

A2. Objectives of American Airlines:

- (a) Continued long-term growth
- (b) Increase in market share
- (c) Increase in profitability
- (d) Achieving better operating efficiency

- (e) Higher capacity utilization
- (f) Increase in customer satisfaction
- (g) Provide reliable service
- (h) Improve employee productivity

Objectives of DM:

- (a) Increase in financial rewards
- (b) Job security
- (c) Climbing the corporate ladder
- (d) Avoidance of blame for any wrong decisions

Fieldwork

- Q1. Set up an appointment and visit the campus bookstore, a restaurant, or any business located on or near the university campus. Hold discussions with the decision maker. Can you identify a marketing research problem which could be fruitfully addressed?
- A1. The purpose of this field trip is to have the students interact with a businessperson and gain first-hand experience in deciphering the marketing research problem from the management decision problem.
- Q2. Consider the field trip described in (1). For the problem you have defined, develop an analytical model, research question, and the appropriate hypotheses. Discuss these with the decision maker you visited earlier.
- A2. The purpose of this exercise is to have students continue to be exposed to an actual problem situation from which they must now apply the principles from this chapter. The model, the research questions, and hypotheses developed should flow from their original research problem statement and be based on theoretic foundations.

Group Discussion

- Q1. Form a small group of five or six people to discuss the following statement: “Correct identification and appropriate definition of the marketing research problem are more crucial to the success of a marketing research project than sophisticated research techniques.” Did your group arrive at a consensus?
- A1. Key issues that should be discussed include: the guidance the marketing research problem gives research; the assumptions which must be made when applying research techniques, since they are often based on the problem definition; and techniques properly applied to the wrong problem will lead to wrong answers.
- Q2. We are all aware that the Coca-Cola Company changed its flagship brand of 99 years to New Coke and subsequently returned to the old favorite, Coca-Cola Classic. Working in a group of four, read as much material as you can on this “marketing bungle.” Identify the decision problem the Coke management faced. As a team of researchers, define the marketing research problem and its specific components.
- A2. Coca-Cola was faced with a gradually declining market share as Pepsi gained and surpassed Coke in market share. The underlying reason for the slide of Coke was a change in consumer preferences toward a sweeter, less carbonated drink, like Pepsi. Thus, the decision problem for Coke management was how to combat Pepsi given this change in consumer tastes. Specifically, should Coke introduce a new brand more attuned to consumer tastes to combat Pepsi?

The marketing research problem can be conceived in alternative ways, but one general statement is “What mix of product attributes can Coca-Cola devise which will be more in favor with consumers given current tastes?” Components of this problem, of which only a few are listed here, include:

- What level of sweetness is desired by consumers?
- What level of carbonation is desired by consumers?
- What brand name should be devised for the drink?

- What type of packaging provides the greatest consumer awareness of the brand?
etc.

Q3. Form a different group of five or six to discuss the following: “Theoretical research and applied research should not be mixed. Hence, it is wrong to insist that the approach to an applied marketing research problem be grounded in theory.”

A3. Note that all applied research is actually based in theory, thus it cannot be conducted without referring to theory. It will often be necessary to tailor theory or to make assumptions in operationalizing variables to fit the theory when conducting a practical research project, but the theory will still guide the research.

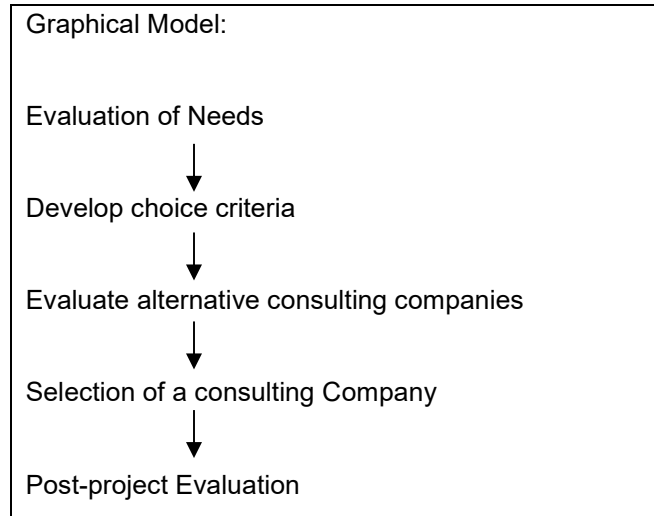
Note: Answers to the Running Case on Dell are provided in the case solutions

Video Case 1.2

Accenture: The Accent Is in the Name

1. Marketing research was vital in the selection of the name Accenture. The marketing research process was used appropriately to identify the problem and develop a suitable approach to finding a name. A tremendous amount of information was gathered and different solutions were formulated and tested. All of this resulted in a successful conversion from Anderson Consulting to Accenture.
2. Accenture's clients are many and span across several industries. They include 89 of the Fortune Global 100 companies and over half of the Fortune Global 500. Therefore, Accenture's target market includes the executives of most large corporations and many small ones. The use of marketing research is important for Accenture to maintain and develop good relationships by understanding the decision making process and the information needs of these corporations.
3. The management decision problem is: What can Accenture do to improve preference and loyalty within its target market?
4. The marketing research problem is to determine customer preference and loyalty for consulting companies. More specifically
 - (a) What criteria do companies use for evaluating consulting firms?
 - (b) How do customers in the target market evaluate various consulting firms?
 - (c) What is the Firmographic profile of customers loyal to Accenture?
 - (d) What characteristics differentiate Accenture loyalists from other target customers.

5.



6. RQ1 How important is the brand name?

H₁: Brand name is very important to all potential clients.

H₂: Brand name is more important to new/first time clients.

RQ2 How important is the role of price in the selection of a consulting firm?

H₁ Price is not the most important factor for *Fortune 500* firms when selecting a consulting firm.

H₂ Price is less important to *Fortune 500* firms than it is to other firms.

COMPREHENSIVE CRITICAL THINKING CASES

Case 2.1

American Idol: A Big Hit for Marketing Research?

Critical Thinking Questions

1. Marcello and Litzenberger were attempting to overcome a challenge in client development. Specifically, they were attempting to obtain evidence to confront skeptics of using professionally-done marketing research without comprising the privacy of previous clients with whom they had worked. It was inappropriate for them to share the results of previous studies with anyone else than the clients who had contracted them for those studies.
2. Marcello and Litzenberger were now focused upon one project for demonstrating the usefulness of marketing research to prospective clients. The research question they now pursued was the following: What still needs to be known about the viewers and voters for contestants of the popular TV show *American Idol*?
3. First, Marcello and Litzenberger are attempting to answer the big question about the benefits of conducting marketing research in a professional way. They face skeptics who try to dismiss marketing research as being impractical. For example, skeptics of taking a professional approach sounded warnings about “how enough was already known about customers to make decisions”. Other times, skeptics would assail the sampling methods of studies in attempting to dismiss the results. While at other times, skeptics would merely claim that answering such questions about customers would be too expensive to

obtain. In sum, professionally done marketing research was presented as being impractical by these skeptics.

Second, Marcello and Litzenberger are focused on a specific research question in their attempt to justify the use of professionally-done marketing research. The question was “What still needs to be known about the viewers and voters for contestants of the popular TV show *American Idol*?”

4. In answering their big question, Marcello and Litzenberger should be given high marks for respecting the members of their intended audiences: prospective clients and media journalists. They could have simply said “Trust us. Marketing research that is professionally done is worth it.” Instead, they fielded a study to provide evidence that would address the issue of professionally-done marketing research in a meaningful way.

In answering the specific research question of the American Idol study, Marcello described their approach this way:

“We could place about six questions on Opinion Research Corporation’s CARAVAN national omnibus survey to find out more about whom, among adults 18 or older living in the U.S., watched and voted in the 2006 season of *American Idol*. Such an omnibus survey could be done by telephone from during three days in April 2006. It will run about \$1,000 per question. We’ll have the Opinion Research Corporation ask our questions along with those of other sponsoring companies to a randomly selected national sample of 1,045 adults comprised about evenly of men and women. With a total sample size of more than 1,000, we will be able to say with 95 percent certainty that the results would be accurate to within +/-3.0 percent. This exceeds acceptable standards for a survey about media preferences.”

By asking different types of questions, Marcello and Litzenberger ensured there would be numerous angles Marcello and Litzenberger could present to members of their intended audience using the data - no matter what results their survey returned. For example, assuming that the number of viewers the show drew was accurate, Marcello and

Litzenberger assessed not only how many adults actually watched the show but also how many voted during that particular season.

5. While the details of the approach to be taken in the study are important by themselves in assessing the validity of doing the project, the relevance of undertaking the study is equally important.

Marcello and Litzenberger challenge each other about the worthiness of their undertaking. They quickly realize that aside from those directly involved in the production of the show, the sponsors, and news journalists would have a keen interest in understanding if the show's concept is durable. This would be assessed by measuring the involvement of adults in voting, their confidence in the judges' opinions, and comparing the perceived influence of voting for American Idol contestants with voting in presidential elections.

6. With a total sample size of more than 1,000, Marcello and Litzenberger will be able to say with 95 percent certainty that the results would be accurate to within +/-3.0 percent. They note that this exceeds acceptable standards for a survey about media preferences. They put these results in context with a concrete example as follows:

“So if only 10 per cent of our sample reported voting for *American Idol* contestants, we would be able to say with 95 per cent confidence that the actual percentage of the adult population who voted was somewhere between 7 and 13 per cent?” Litzenberger asked.

“You've got it”, Marcello affirmed. “Of course, it could be a lower or a much higher percentage. Nobody really knows now. Anybody who says otherwise is merely speculating.”

7. Marcello and Litzenberger have used their knowledge of marketing research, and some cleverness to surmount a major challenge in confronting skeptics of marketing research. They have chosen to demonstrate before a public audience the validity of professionally-

done marketing research. Their approach and their logic appear sound. The anticipated out-of-pocket expense of \$6,000 to use the omnibus survey appears to be a very modest investment to prove their point. By spending their own money, they further demonstrate the confidence they have in using marketing research.

8. Because Marcello and Litzenberger are willing to actually conduct a study and provide evidence about the behavior and perspectives of American Idol voters, the public will be able to assess their reasoning once the study is completed and the results are made public.

Technical Questions

9. The problem definition, developing an approach, and research design steps are most evident in this case. No data is collected, yet. Therefore, no analysis is done, and no presentation is made. However, the last three steps of the marketing research process are considered by Marcello and Litzenberger in order to understand the results to which the first three steps may lead.
10. Marcello and Litzenberger perceive marketing research to be a key ingredient in decision making. In terms of making improved decisions, they perceive that marketing research can empower not only television network managers, but commercial sponsors of television programs, as well as television audience members. In terms of relevance, Marcello and Litzenberger perceive that marketing research can answer questions that would be interesting to a wide sector of US consumers.
11. The management decision problem is whether Melissa Marcello and Julie Litzenberger should conduct a marketing research study to determine profile and motivations of the viewing audience of *American Idol* in order to demonstrate the benefits of professionally conducted marketing research?

The marketing research problem is to determine who the viewers actually are and their motivations for voting for *American Idol* contestants. Specifically, research will seek to answer the following questions.

1. What is the demographic profile of the *American Idol* audience?
2. What is the psychographic profile of the *American Idol* audience?
3. What are the audience's motivations for voting for *American Idol* contestants.
4. What are general TV viewing habits of *American Idol* audience.

Once the findings of the proposed research are released to the public, it would be easy to demonstrate the usefulness of the research, as the insights gained could not have been obtained otherwise,

12. They should conduct exploratory research first followed by descriptive research. Exploratory research should include analysis of available secondary data and qualitative research in the form of focus groups. Syndicated data on the audience of *American Idol*, such as those obtained from Nielsen Media Research, will be particularly helpful. Exploratory research will help identify the salient demographic and psychographic characteristics, TV viewing habits, as well the underlying motivations for voting. Descriptive research in the form of a single cross-sectional survey will help quantify the findings of exploratory research. Thus, both exploratory and descriptive research relate to all the four components of the marketing research problem.

13. Secondary data pertaining to viewership of *American Idol* obtained from the Internet and popular press would be helpful. Syndicated data on lifestyles (e.g., the Yankelovich Monitor, VALS) and media consumption and TV viewership (e.g., Nielsen Media Research) would be useful.

Secondary data will help in gaining a better understanding of the environmental context of the problem, developing an approach, determining what primary data to collect, and in interpreting the findings obtained from primary data more insightfully.

14. Qualitative research in the form of focus groups and picture response technique would be helpful in identifying the underlying motivations and reasons as to why people watch *American Idol*.

15. The telephone survey is the most appropriate survey method in this case as the survey is expected to be short and simple. The telephone method offers good sample control, good control of field force, good response rate and has moderate cost. No physical stimuli will be used.
16. Since the basic questions to be addressed, i.e., determination of the audience profile and motivations, are descriptive and not causal, an experiment was not considered. An experiment could be conducted to determine the impact of alternative *American Idol* show formats on audience size and response.
17. Ordinal scales can be used to obtain overall preferences for various TV shows by obtaining a preference ranking. Interval scales, specifically Likert type of scales, can be used to obtain audience evaluations of *American Idol* and other TV programs on attributes such as entertainment value, educational value, etc. Ratio scales can be used to determine the time spent watching *American Idol* and other TV programs.
18. The analysis is carried out in terms of who, what, when, and where.

Who: You, the respondent is reasonably clear.

What: Favorite American Idol, is reasonably clear.

When: It is not clear. This year, last year, or since the show began?

Where: In America, is reasonably clear.

Revised wording: "Who is your favorite American Idol since the show started airing?"

19. The following information was obtained from www.opinionresearch.com.

"CARAVAN's national probability telephone sample is an efficient form of random-digit-dialing (RDD). The sample is designed to be a simple random sample of households. Unlike published directories, CARAVAN's national probability telephone sample includes both unlisted numbers and numbers issued after publication of the

directories.

The following procedure is used to create the sample:

- CARAVAN has an annual license for GENESYS, a custom RDD sample generation system developed by Marketing Systems Group.
- The methodology for generating random digit dialing (RDD) telephone samples in the GENESYS system provides for a single stage, EPSEM (Equal Probability of Selection Method) sample of residential telephone numbers. It is updated twice a year.
- When a national probability sample is needed, a random selection is made from approximately 40,000 exchanges in 2 million working banks.
- Each telephone number is transferred to a separate call record. The record shows the computer-generated telephone number to be called, as well as the county, state, MSA (if applicable), band and time zone into which the telephone number falls. Our computerized interviewing system (CATI) uses this information to keep track of regional quotas. The CATI interviewing program also keeps track of the disposition categories for each call attempt.”

20. Yes, the sample size of 1000 is appropriate. With a total sample size of more than 1,000, Marcello and Litzenger will be able to say with 95 percent certainty that the results would be accurate to within +/-3.0 percent. They note that this exceeds acceptable standards for a survey about media preferences. They put these results in context with a concrete example as follows:

“So if only 10 per cent of our sample reported voting for *American Idol* contestants, we would be able to say with 95 per cent confidence that the actual percentage of the adult population who voted was somewhere between 7 and 13 per cent? “Litzenger asked.

21. Some of the challenges would be : (1) getting the respondents to co-operate, and (2) training, supervision, and evaluation of telephone interviewers.

22. The findings of Marcello and Litzenberger could be checked against the findings available from secondary data to assess their accuracy. The proposed study will help the management at Fox News to formulate marketing strategies to increase the size of the audience for *American Idol*, as enhance the loyalty of the fans.

To evaluate the project, the following key questions should be asked. Could this project have been conducted more effectively or efficiently? This question, of course, raises several more specific questions. Could the problem have been defined differently so as to enhance the value of the project to the client or reduce the costs? Could a different approach have yielded better results? Was the research design the best? How about the mode of data collection? Should mall intercepts have been used instead of telephone interviews? Was the sampling plan the most appropriate? Were the sources of possible design error correctly anticipated and kept under control, at least in a qualitative sense? If not, what changes could have been made? How could the selection, training, and supervision of field workers be altered to improve data collection? Was the data analysis strategy effective in yielding information useful for decision making? Were the conclusions and recommendations appropriate and useful to the client? Was the report adequately written and presented? Was the project completed within the time and budget allocated? If not, what went wrong?