Chapter Three

Research Design
A research design is a framework or blueprint for conducting the marketing research project. It details the procedures necessary for obtaining the information needed to structure or solve marketing research problems.
Components of a Research Design

- Define the information needed (Chapter 2)
- Design the exploratory, descriptive, and/or causal phases of the research (Chapters 3 - 7)
- Specify the measurement and scaling procedures (Chapters 8 and 9)
- Construct and pretest a questionnaire (interviewing form) or an appropriate form for data collection (Chapter 10)
- Specify the sampling process and sample size (Chapters 11 and 12)
- Develop a plan of data analysis (Chapter 14)
A Classification of Marketing Research Designs

Fig. 3.1

- Research Design
  - Exploratory Research Design
  - Conclusive Research Design
    - Descriptive Research
    - Causal Research
      - Cross-Sectional Design
        - Single Cross-Sectional Design
        - Multiple Cross-Sectional Design
      - Longitudinal Design
## Exploratory & Conclusive Research Differences

### Table 3.1

<table>
<thead>
<tr>
<th>Objective:</th>
<th>Exploratory</th>
<th>Conclusive/ Confirmatory</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Characteristics:</strong></td>
<td>To provide insights and understanding</td>
<td>To test specific hypotheses and examine relationships</td>
</tr>
<tr>
<td></td>
<td>Information needed is defined only loosely. Research process is flexible and unstructured. Sample is small and non-representative. Analysis of primary data is qualitative</td>
<td>Information needed is clearly defined. Research process is formal and structured. Sample is large and representative. Data analysis is quantitative</td>
</tr>
<tr>
<td>Findings/ Results:</td>
<td>Tentative</td>
<td>Conclusive</td>
</tr>
<tr>
<td>Outcome:</td>
<td>Generally followed by further exploratory or conclusive research</td>
<td>Findings used as input into decision making</td>
</tr>
</tbody>
</table>
## A Comparison of Basic Research Designs

<table>
<thead>
<tr>
<th></th>
<th><strong>Objective:</strong></th>
<th><strong>Characteristics:</strong></th>
<th><strong>Methods:</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Exploratory</strong></td>
<td>Discovery of ideas and insights</td>
<td>Flexible, versatile</td>
<td>Expert surveys, Pilot surveys, Case studies, Secondary data: qualitative analysis</td>
</tr>
<tr>
<td><strong>Descriptive</strong></td>
<td>Describe market characteristics or functions</td>
<td>Marked by the prior formulation of specific hypotheses</td>
<td>Secondary data: quantitative analysis, Surveys/experiment, Panels, Observation and other data</td>
</tr>
<tr>
<td><strong>Causal</strong></td>
<td>Determine cause and effect relationships</td>
<td>Manipulation of independent variables, effect on dependent variables</td>
<td>Lab experiment, Field data, Field experiment</td>
</tr>
</tbody>
</table>

**Table 3.2**

**Manipulations:**
- add/delete/incentive

**Effect on:**
- consumer/sales

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Uses of Exploratory Research

- (Are consumers aware of different manipulations? Who do consumers think of online manipulations?) – In-depth interviews
- Formulate a problem or define a problem more precisely
- Identify alternative courses of action
- Develop hypotheses
- Isolate key variables and relationships for further examination
- Gain insights for developing an approach to the problem
- Establish priorities for further research
Methods of Exploratory Research

- Survey of experts (discussed in Chapter 2)
- Pilot surveys (discussed in Chapter 2)
- Secondary data analyzed in a qualitative way (discussed in Chapter 4)
- Qualitative research (observations, interviews, focus groups, discussed in Chapter 5)
Use of Descriptive Research

- How manipulations are different? What kinds of consumers can detect manipulations? Experience n knowledge?
- To describe the characteristics of relevant groups, such as consumers, salespeople, organizations, or market areas
- To estimate the percentage of units in a specified population exhibiting a certain behavior
- To determine the perceptions of product characteristics
- To determine the degree to which marketing variables are associated
- To make specific predictions
Methods of Descriptive Research

- Secondary data analyzed in a quantitative, as opposed to a qualitative, manner (discussed in Chapter 4)
- Surveys (Chapter 6)
- Panels (Chapters 4 and 6)
- Observational and other data (Chapter 6)
Cross-Sectional (slice of time) Designs

- Involve the collection of information from any given sample of population elements only once

- In **single cross-sectional designs**, there is only one sample of respondents and information is obtained from this sample only once (one time T1).

- In **multiple cross-sectional designs**, there are two or more samples of respondents, and information from each sample is obtained only once. Often, information from different samples is obtained at different times (annual surveys).

- **Cohort analysis** consists of a series of surveys conducted at appropriate time intervals, where the cohort serves as the basic unit of analysis. A cohort is a group of respondents who experience the same event within the same time interval (class of students, 2015, freshmen, sophomores, ...).
# Consumption of Various Soft Drinks by Various Age Cohorts (xers, yers, milleniums)

Table 3.3

<table>
<thead>
<tr>
<th>Age</th>
<th>1950</th>
<th>1960</th>
<th>1969</th>
<th>1979</th>
</tr>
</thead>
<tbody>
<tr>
<td>8-19</td>
<td>52.9</td>
<td>62.6</td>
<td>73.2</td>
<td>81.0</td>
</tr>
<tr>
<td>20-29</td>
<td>45.2</td>
<td>60.7</td>
<td>76.0</td>
<td>75.8</td>
</tr>
<tr>
<td>30-39</td>
<td>33.9</td>
<td>46.6</td>
<td>67.7</td>
<td>71.4</td>
</tr>
<tr>
<td>40-49</td>
<td>23.2</td>
<td>40.8</td>
<td>58.6</td>
<td>67.8</td>
</tr>
<tr>
<td>50+</td>
<td>18.1</td>
<td>28.8</td>
<td>50.0</td>
<td>51.9</td>
</tr>
</tbody>
</table>

Ages:
- **C1**: cohort born prior to 1900
- **C2**: cohort born 1901-10
- **C3**: cohort born 1911-20
- **C4**: cohort born 1921-30
- **C5**: cohort born 1931-40
- **C6**: cohort born 1940-49
- **C7**: cohort born 1950-59
- **C8**: cohort born 1960-69
Longitudinal Designs

- A fixed sample (or samples) of population elements is measured repeatedly (over time, T₁, T₂, T₃, ...) on the same variables
  - Stock prices, interest rates, CPIs
  - Other time series

- A longitudinal design differs from a cross-sectional design in that the sample or samples (people or cases) remain the same over time (where multiple cross-sectional designs use different samples every time)
Cross-Sectional vs. Longitudinal

**Cross-Sectional Design**

- Sample Surveyed at $T_1$

**Longitudinal Design**

- Sample Surveyed at $T_1$
- Same Sample also Surveyed at $T_2$

Time

$T_1$ $T_2$
## Relative Advantages and Disadvantages of Longitudinal and Cross-Sectional Designs

**Table 3.4**

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Cross-Sectional Design</th>
<th>Longitudinal Design</th>
</tr>
</thead>
<tbody>
<tr>
<td>Detecting Change</td>
<td>-</td>
<td>+</td>
</tr>
<tr>
<td>Large amount of data collection</td>
<td>-</td>
<td>+</td>
</tr>
<tr>
<td>Accuracy</td>
<td>-</td>
<td>+</td>
</tr>
<tr>
<td>Representative Sampling</td>
<td>+</td>
<td>-</td>
</tr>
<tr>
<td>Response bias</td>
<td>+</td>
<td>-</td>
</tr>
</tbody>
</table>

Note: A “+” indicates a relative advantage over the other design, whereas a “-” indicates a relative disadvantage.
Cross-Sectional Data May Not Show Change

Table 3.5

<table>
<thead>
<tr>
<th>Brand Purchased</th>
<th>Time Period</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Period 1</td>
<td>Period 2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Survey</td>
<td>Survey</td>
<td></td>
</tr>
<tr>
<td>Brand A</td>
<td>200</td>
<td>200</td>
<td></td>
</tr>
<tr>
<td>Brand B</td>
<td>300</td>
<td>300</td>
<td></td>
</tr>
<tr>
<td>Brand C</td>
<td>500</td>
<td>500</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1000</td>
<td>1000</td>
<td></td>
</tr>
</tbody>
</table>
## Longitudinal Data May Show Substantial Change

Table 3.6

<table>
<thead>
<tr>
<th>Brand Purchased in Period 1</th>
<th>Brand A</th>
<th>Brand B</th>
<th>Brand C</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand A</td>
<td>100</td>
<td>50</td>
<td>50</td>
<td>200</td>
</tr>
<tr>
<td>Brand B</td>
<td>25</td>
<td>100</td>
<td>175</td>
<td>300</td>
</tr>
<tr>
<td>Brand C</td>
<td>75</td>
<td>150</td>
<td>275</td>
<td>500</td>
</tr>
<tr>
<td>Total</td>
<td>200</td>
<td>300</td>
<td>500</td>
<td>1000</td>
</tr>
</tbody>
</table>
Uses of Causal Research

- To understand which variables are the cause (independent variables) and which variables are the effect (dependent variables) of a phenomenon.

- To determine the nature of the relationship between the causal variables and the effect to be predicted.

- **METHOD**: Experiments, Advertising -> Sales? If so, how much? (parameter estimate, direction +/-, effect size)
Alternative Research Designs (depending on your topic, state of knowledge & objectives)

(a) Exploratory Research
   • *Secondary Data Analysis*
   • *Focus Groups*
   \[\rightarrow\]
   Conclusive Research
   • *Descriptive/Causal*

(b) Conclusive Research
   • *Descriptive/Causal*

(c) Conclusive Research
   • *Descriptive/Causal*
   \[\rightarrow\]
   Exploratory Research
   • *Secondary Data Analysis*
   • *Focus Groups*
Potential Sources of Error in Research Designs (remember bad research?)

Fig. 3.2

Total Error

Random Sampling Error

Non-sampling Error

Response Error

Non-response Error

Researcher Error

Surrogate Information Error
Measurement Error
Population Definition Error
Sampling Frame Error
Data Analysis Error

Interviewer Error

Respondent Selection Error
Questioning Error
Recording Error
Cheating Error (SRG)

Respondent Error

Inability Error
Unwillingness Error
Errors in Marketing Research

- The **total error** is the variation between the true mean value in the population of the variable of interest and the observed mean value obtained in the marketing research project.
- **Random sampling error** is the variation between the true mean value (answer) for the population and the true mean value for the original sample.
- **Non-sampling errors** can be attributed to sources other than sampling, and they may be random or nonrandom: including errors in problem definition, approach, scales, questionnaire design, interviewing methods, and data preparation and analysis. Non-sampling errors consist of non-response errors and response errors.
Errors in Marketing Research

- **Non-response error** arises when some of the respondents included in the sample do not respond (*income, drug abuse*).

- **Response error** arises when respondents give inaccurate answers or their answers are misrecorded or misanalyzed.
Marketing Research at Citicorp is typical in that it is used to measure consumer awareness of products, monitor their satisfaction and attitudes associated with the product, track product usage and diagnose problems as they occur. To accomplish these tasks Citicorp makes extensive use of exploratory, descriptive, and causal research. Often it is advantageous to offer special financial packages to specific groups of customers. In this case, a financial package is being designed for senior citizens.

The following seven-step process was taken by marketing research to help in the design.
2) Exploratory research in the form of secondary data analysis of the mature or older market was then performed and a study of competitive products was conducted. Exploratory qualitative research involving focus groups was also carried out in order to determine the needs and desires of the market and the level of satisfaction with the current products.

In the case of senior citizens, a great deal of diversity was found in the market. This was determined to be due to such factors as affluence, relative age, and the absence or presence of a spouse.
4) The feasibility of the 10 ideas generated in step 3 was then tested. The ideas were tested on the basis of whether they were possible in relation to the business. The following list of questions was used as a series of hurdles that the ideas had to pass to continue on to the next step. (idea generation → new product concepts? Reversed mortgage 以房养老？)

• Can the idea be explained in a manner that the target market will easily understand?
• Does the idea fit into the overall strategy of Citicorp?
5) A creative work-plan was then generated. This plan was to emphasize the competitive advantage of the proposed product as well as better delineate the specific features of the product.

6) The previous exploratory research was now followed up with descriptive research in the form of mall intercept surveys of people in the target market range. The survey showed that the list of special features was too long and it was decided to drop the features more commonly offered by competitors.
7) Finally, the product was test marketed in six of the Citicorp branches within the target market. Test marketing is a form of causal research. Given successful test marketing results, the product is introduced nationally.
Manipulation of Online Product Reviews

Step 1: Exploratory Research
   Interviews of online buyers to explore their awareness, understanding of manipulations

Step 2: Descriptive Study
   Survey of consumers to generate their perceptions of manipulations

Step 3: Causal Studies
   Lab experiment: effect of manipulations on perceptions and purchase intention
   Field experiment of secondary data: ratings, reviews between two websites to define the intensity of manipulations and their effect on sales!
Marketing Research Proposal

- Executive Summary
- Background
- Problem Definition/Objectives of the Research
- Approach to the Problem
- Research Design
- Fieldwork/Data Collection
- Data Analysis
- Reporting
- Cost and Time
- Appendices
Internet users wishing to take part in surveys and other projects begin by registering online at the company’s Web site. The registration consists of a “sign-up survey” that asks for e-mail address, type of computer used, personal interests and information about the respondent’s household. Once an Internet user is registered, Greenfield Online matches the user with research studies that are well-suited to his or her interests.

Incentives to take part in focus groups or special surveys are offered by the companies whose products or services are being researched. This incentive is cash or valuable prizes. Incentives are also offered to Internet users to encourage them to register with Greenfield’s Internet panel. New registrants automatically qualify for prizes that are awarded in monthly drawings. M-Turk, ACNielsen!
Chapter Four

Exploratory Research Design: Secondary Data
Primary Vs. Secondary Data

- **Primary data** are originated by a researcher for the specific purpose of addressing the problem at hand. The collection of primary data involves all six steps of the marketing research process (Chapter 1). Collect by yourself.

- **Secondary data** are data that have already been collected for purposes other than the problem at hand. These data can be located quickly and inexpensively. Public data, commercial data (paid).

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### A Comparison of Primary & Secondary Data

Table 4.1

<table>
<thead>
<tr>
<th></th>
<th><strong>Primary Data</strong></th>
<th><strong>Secondary Data</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Collection purpose</td>
<td>For the problem at hand</td>
<td>For other problems</td>
</tr>
<tr>
<td>Collection process</td>
<td>Very involved</td>
<td>Rapid &amp; easy</td>
</tr>
<tr>
<td>Collection cost</td>
<td>High</td>
<td>Relatively low</td>
</tr>
<tr>
<td>Collection time</td>
<td>Long</td>
<td>Short</td>
</tr>
</tbody>
</table>

*Image: Cartoon character shrugging shoulders and colorful 3D bar graph.*
Uses of Secondary Data

- Identify the problem
- Better define the problem
- Develop an approach to the problem
- Formulate an appropriate research design (for example, by identifying the key variables)
- Answer certain research questions and test some hypotheses
- Interpret primary data more insightfully
Criteria for Evaluating Secondary Data

- **Specifications**: Methodology Used to Collect the Data
- **Error**: Accuracy of the Data
- **Currency**: When the Data Were Collected
- **Objective(s)**: The Purpose for Which the Data Were Collected
- **Nature**: The Content of the Data
- **Dependability**: Overall, How Dependable Are the Data
A Classification of Secondary Data

Fig. 4.1

Secondary Data

Internal
- Ready to Use
- Requires Further Processing

External
- Published Materials
- Computerized Databases
- Syndicated Services
Internal Secondary Data
(Example: proactive service)

Department Store Project
Sales were analyzed to obtain:
• Sales by product line
• Sales by major department (e.g., men's wear, house wares)
• Sales by specific stores
• Sales by geographical region
• Sales by cash versus credit purchases
• Sales in specific time periods
• Sales by size of purchase
• Sales trends in many of these classifications were also examined
Type of Individual/Household Level Data Available from Syndicated Firms

I. Demographic Data

- Identification (name, address, email, telephone)
- Sex
- Marital status
- Names of family members
- Age (including ages of family members)
- Income
- Occupation
- Number of children present
- Home ownership
- Length of residence
- Number and make of cars owned
II. Psychographic Lifestyle Data

- Interest in golf
- Interest in snow skiing
- Interest in book reading
- Interest in running
- Interest in bicycling
- Interest in pets
- Interest in fishing
- Interest in electronics
- Interest in cable television

There are also firms such as Dun & Bradstreet and American Business Information which collect demographic data on businesses.
A Classification of Published Secondary Sources (library, government!)

Fig. 4.2

Published Secondary Data

- General Business Sources
  - Guides
  - Directories
  - Indexes
  - Statistical Data
- Government Sources
  - Census Data
  - Other Government Publications
InfoUSA (www.infousa.com) markets subsets of its data in a number of forms, including the professional online services (LEXIS-NEXIS and DIALOG), the general online services (CompuServe and Microsoft Network), the Internet (look-ups), and on CD-ROM. The underlying database on which all these products are based contains information on 115 million residential listings and 14 million business listings, as of 2005. These are verified with over 17 million phone calls annually. The products derived from these databases include sales leads, mailing lists, business directories, mapping products, and also delivery of data on the Internet.
A Classification of Computerized Databases

Fig. 4.3

Computerized Databases

Online

Bibliographic Databases

Numeric Databases

Full-Text Databases

Directory Databases

Internet

Off-Line

Special-Purpose Databases
Published External Secondary Sources

Guides
- An excellent source of standard or recurring information
- Helpful in identifying other important sources of directories, trade associations, and trade publications
- One of the first sources a researcher should consult

Directories
- Helpful for identifying individuals or organizations that collect specific data

Indices
- Helpful in locating information on a particular topic in several different publications
Classification of Computerized Databases

- Bibliographic databases are composed of citations to articles
- Numeric databases contain numerical and statistical information
- Full-text databases contain the complete text of the source documents comprising the database
- Directory databases provide information on individuals, organizations, and services
- Special-purpose databases provide specialized information
Syndicated Services

• **Syndicated services** are (research and database) companies that collect and sell common pools of data of known commercial value designed to serve a number of clients ($$$!)

• Syndicated sources can be classified based on the unit of measurement (households/consumers or institutions)

• Household/consumer data may be obtained from surveys, diary panels, or electronic scanner services

• Institutional data may be obtained from retailers, wholesalers, or industrial firms
A Classification of Syndicated Services

Fig. 4.4

Unit of Measurement

Households/Consumers

Institutions

www.str.com
Syndicated Services: Consumers

Fig. 4.4 cont.

Households / Consumers

Panels

Purchase

Media

Electronic scanner services

Surveys

Volume Tracking Data

Scanner Panels

Scanner Panels with Cable TV

Psychographic & Lifestyles

General

Advertising Evaluation

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Syndicated Services: Institutions

Fig. 4.4 cont.

- Institutions
  - Retailers
  - Wholesalers
  - Industrial firms
    - Audits
      - Direct Inquiries
      - Clipping Services
      - Corporate Reports
## Overview of Syndicated Services

<table>
<thead>
<tr>
<th>Type</th>
<th>Characteristics</th>
<th>Advantages</th>
<th>Disadvantages</th>
<th>Uses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Surveys</strong></td>
<td>Surveys conducted at regular intervals</td>
<td>Most flexible way of obtaining data; information on underlying motives</td>
<td>Interviewer errors; respondent errors</td>
<td>Market segmentation, advertising theme selection and advertising effectiveness</td>
</tr>
<tr>
<td><strong>Purchase Panels</strong></td>
<td>Households provide specific information regularly over an extended period of time; respondent asked to record specific behaviors as they occur</td>
<td>Recorded purchase behavior can be linked to the demographic/psychographic characteristics</td>
<td>Lack of representativeness; response bias; maturation</td>
<td>Forecasting sales, market share and trends; establishing consumer profiles, brand loyalty and switching; evaluating test markets, advertising, and distribution</td>
</tr>
<tr>
<td><strong>Media Panels</strong></td>
<td>Electronic devices automatically recording behavior, supplemented by a diary: Starch Radio,</td>
<td>Same as purchase panel</td>
<td>Same as purchase panel</td>
<td>Establishing advertising rates; selecting media program or air time; establishing viewer profiles</td>
</tr>
</tbody>
</table>
### Overview of Syndicated Services

#### Table 4.3 cont.

<table>
<thead>
<tr>
<th>Scanner Diary Panels with Cable TV</th>
<th>Data reflect actual purchases; sample control; ability to link panel data to household characteristics</th>
<th>Data may not be representative; quality of data limited</th>
<th>Promotional mix analyses; copy testing; new product testing; positioning</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Audit services</strong></td>
<td>Verification of product movement by examining physical records or performing inventory analysis</td>
<td>Relatively precise information at the retail and wholesale levels</td>
<td>Coverage may be incomplete; matching of data on competitive activity may be difficult</td>
</tr>
<tr>
<td><strong>Industrial Product Syndicated Services</strong></td>
<td>Important source of information on industrial firms, particularly useful in initial phases of the projects</td>
<td>Data are lacking in terms of content, quantity, and quality</td>
<td>Determining market potential by geographic area; defining sales territories; allocating advertising budget</td>
</tr>
</tbody>
</table>
Single-Source Data

Single-source data provide integrated information on household variables, including media consumption and purchases, and marketing variables, such as product sales, price, advertising, promotion, and in-store marketing effort (ACNielsen, CCTV-Sofres)

• Recruit a test panel of households and meter each home's TV sets
• Survey households periodically on what they read
• Grocery purchases are tracked by UPC scanners
• Track retail data, such as sales, advertising, and promotion
A Classification of International Sources

International Secondary Data

Domestic Organizations in the United States
- Government Sources
- Nongovernment Sources

International Organizations in the United States
- Governments
- International Organizations

Organizations in Foreign Countries
- Trade Associations

Fig. 4.5

http://libguides.ln.edu.hk/content.php?pid=321307&sid=2671767
https://zephyr.bvdinfo.com/version-2014730/home.serv?product=zephyrneo&loginfromcontext=ipaddress
Chapter Five

Exploratory Research Design: Qualitative Research
A Classification of Marketing Research Data

Fig. 5.1

Marketing Research Data

Secondary Data

Observational and Other Data

Primary Data

Qualitative Data

Descriptive

Survey Data

Causal

Experimental Data

Quantitative Data
## Qualitative Vs. Quantitative Research

<table>
<thead>
<tr>
<th></th>
<th>Qualitative Research</th>
<th>Quantitative Research</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective</strong></td>
<td>To gain a qualitative understanding of the underlying reasons and motivations</td>
<td>To quantify the data and generalize the results from the sample to the population of interest</td>
</tr>
<tr>
<td><strong>Sample</strong></td>
<td>Small number of non-representative cases</td>
<td>Large number of representative cases</td>
</tr>
<tr>
<td><strong>Data Collection</strong></td>
<td>Unstructured</td>
<td>Structured</td>
</tr>
<tr>
<td><strong>Data Analysis</strong></td>
<td>Non-statistical</td>
<td>Statistical</td>
</tr>
<tr>
<td><strong>Outcome</strong></td>
<td>Develop an initial understanding</td>
<td>Recommend a final course of action</td>
</tr>
</tbody>
</table>
A Classification of Qualitative Research Procedures

Fig. 5.2

Qualitative Research Procedures

Direct (Non-disguised)
- Focus Groups
  - Association Techniques
- Depth Interviews
  - Completion Techniques

Indirect (Disguised)
- Projective Techniques
  - Construction Techniques
  - Expressive Techniques
### Characteristics of Focus Groups

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group Size</strong></td>
<td>8-12</td>
</tr>
<tr>
<td><strong>Group Composition</strong></td>
<td>Homogeneous, respondents, prescreened</td>
</tr>
<tr>
<td><strong>Physical Setting</strong></td>
<td>Relaxed, informal atmosphere</td>
</tr>
<tr>
<td><strong>Time Duration</strong></td>
<td>1-3 hours</td>
</tr>
<tr>
<td><strong>Recording</strong></td>
<td>Use of audiocassettes and videotapes</td>
</tr>
<tr>
<td><strong>Moderator</strong></td>
<td>Observational, interpersonal, and communication skills of the moderator</td>
</tr>
</tbody>
</table>
Baltimore Research: Facility Overview.

Layout of focus group room and viewing room

One-way mirror
Viewing room looking into the focus group room through one-way mirror

https://www.youtube.com/results?search_query=consumer+focus+group

Source: www.campos.com/focusgs.htm
FOCUS GROUP-PHOTOS SHARING
Key Qualifications of Focus Group Moderators

1. **Kindness with firmness:** The moderator must combine a disciplined detachment with understanding empathy so as to generate the necessary interaction.

2. **Permissiveness:** The moderator must be permissive yet alert to signs that the group’s cordiality or purpose is disintegrating.

3. **Involvement:** The moderator must encourage and stimulate intense personal involvement.

4. **Incomplete understanding:** The moderator must encourage respondents to be more specific about generalized comments by exhibiting incomplete understanding.
5. **Encouragement**: The moderator must encourage unresponsive members to participate.

6. **Flexibility**: The moderator must be able to improvise and alter the planned outline amid the distractions of the group process.

7. **Sensitivity**: The moderator must be sensitive enough to guide the group discussion at an intellectual as well as emotional level.
Procedure for Planning and Conducting Focus Groups

Fig. 5.3

1. Determine the Objectives and Define the Problem
2. Specify the Objectives of Qualitative Research
3. State the Objectives/Questions to be Answered by Focus Groups
4. Write a Screening Questionnaire
5. Develop a Moderator’s Outline
6. Conduct the Focus Group Interviews
7. Review Tapes and Analyze the Data
8. Summarize the Findings and Plan Follow-Up Research or Action
Variations in Focus Groups

- **Two-way focus group.** This allows one target group to listen to and learn from a related group. For example, a focus group of physicians viewed a focus group of arthritis patients discussing the treatment they desired.

- **Dual-moderator group.** A focus group conducted by two moderators: One moderator is responsible for the smooth flow of the session, and the other ensures that specific issues are discussed.

- **Dueling-moderator group.** There are two moderators, but they deliberately take opposite positions on the issues to be discussed.
Variations in Focus Groups

- **Respondent-moderator group.** The moderator asks selected participants to play the role of moderator temporarily to improve group dynamics.

- **Client-participant groups.** Client personnel are identified and made part of the discussion group.

- **Mini groups.** These groups consist of a moderator and only 4 or 5 respondents.

- **Telesession groups.** Focus group sessions by phone using the conference call technique.

- **Online focus groups.** Focus groups conducted online over the Internet.
Depth Interview Techniques: Laddering

In laddering, the line of questioning proceeds from product characteristics to user characteristics. This technique allows the researcher to tap into the consumer's network of meanings.

Wide body aircrafts  (product characteristic)
↓
I can get more work done
↓
I accomplish more
↓
I feel good about myself  (user characteristic)

Advertising theme: You will feel good about yourself when flying our airline. “You're The Boss.”
Depth Interview: Hidden Issue Questioning

In hidden issue questioning (indirectly asking), the focus is not on socially shared values but rather on personal “sore spots;” not on general lifestyles but on deeply felt personal concerns.

- Fantasies, work lives, and social lives
- Historic, elite, “masculine-camaraderie,” competitive activities

Advertising theme: communicate aggressiveness, high status, and competitive heritage of the airline.
Definition of Projective Techniques

- An unstructured, indirect form of questioning that encourages respondents to project their underlying motivations, beliefs, attitudes or feelings regarding the issues of concern.

- In projective techniques, respondents are asked to interpret the behavior of others.

- In interpreting the behavior of others, respondents indirectly project their own motivations, beliefs, attitudes, or feelings into the situation.
Word Association

In word association, respondents are presented with a list of words, one at a time, and asked to respond to each with the first word that comes to mind. The words of interest, called test words, are interspersed throughout the list which also contains some neutral, or filler words to disguise the purpose of the study. Responses are analyzed by calculating:

(1) the frequency with which any word is given as a response;

(2) the amount of time that elapses before a response is given; and

(3) the number of respondents who do not respond at all to a test word within a reasonable period of time.
### Word Association

**EXAMPLE**

<table>
<thead>
<tr>
<th><strong>STIMULUS</strong></th>
<th><strong>MRS. M</strong></th>
<th><strong>MRS. C</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>washday</td>
<td>everyday</td>
<td>ironing</td>
</tr>
<tr>
<td>fresh</td>
<td>and sweet</td>
<td>clean</td>
</tr>
<tr>
<td>pure</td>
<td>air</td>
<td>soiled</td>
</tr>
<tr>
<td>scrub</td>
<td>don't; husband does clean</td>
<td>clean</td>
</tr>
<tr>
<td>filth</td>
<td>this neighborhood</td>
<td>dirt</td>
</tr>
<tr>
<td>bubbles</td>
<td>bath</td>
<td>soap and water</td>
</tr>
<tr>
<td>family</td>
<td>squabbles</td>
<td>children</td>
</tr>
<tr>
<td>towels</td>
<td>dirty</td>
<td>wash</td>
</tr>
</tbody>
</table>
Completion Techniques

In **sentence completion**, respondents are given incomplete sentences and asked to complete them. Generally, they are asked to use the first word or phrase that comes to mind.

A person who shops at Sears is ______________________

A person who receives a gift certificate good for Sak's Fifth Avenue would be ________________________________

J. C. Penney is most liked by ________________________

When I think of shopping in a department store, I _________

A variation of sentence completion is paragraph completion, in which the respondent completes a paragraph beginning with the stimulus phrase.
Completion Techniques

In **story completion**, respondents are given part of a story – enough to direct attention to a particular topic but not to hint at the ending. They are required to give the conclusion in their own words.
Construction Techniques

With a **picture response**, the respondents are asked to describe a series of pictures of ordinary as well as unusual events. The respondent's interpretation of the pictures gives indications of that individual's personality.

In **cartoon tests**, cartoon characters are shown in a specific situation related to the problem. The respondents are asked to indicate what one cartoon character might say in response to the comments of another character. Cartoon tests are simpler to administer and analyze than picture response techniques.
Let’s see if we can pick up some house wares at Sears.
Expressive Techniques

In *expressive techniques*, respondents are presented with a verbal or visual situation and asked to relate the feelings and attitudes of other people to the situation.

**Role playing.** Respondents are asked to play the role or assume the behavior of someone else.

**Third-person technique.** The respondent is presented with a verbal or visual situation and the respondent is asked to relate the beliefs and attitudes of a third person rather than directly expressing personal beliefs and attitudes. This third person may be a friend, neighbor, colleague, or a “typical” person.
Advantages of Projective Techniques

- They may elicit responses that subjects would be unwilling or unable to give if they knew the purpose of the study (social desirability).

- Helpful when the issues to be addressed are personal, sensitive, or subject to strong social norms.

- Helpful when underlying motivations, beliefs, and attitudes are operating at a subconscious level.
Disadvantages of Projective Techniques

- Suffer from many of the disadvantages of unstructured direct techniques, but to a greater extent.
- Require highly-trained interviewers.
- Skilled interpreters are also required to analyze the responses.
- There is a serious risk of interpretation bias.
- They tend to be expensive.
- May require respondents to engage in unusual behavior.
Analysis of Qualitative Data

1) Data reduction – Select which aspects of the data are to be emphasized, minimized, or set aside for the project at hand.

2) Data display – (pattern matching!) Develop a visual interpretation of the data with the use of such tools as a diagram, chart, or matrix. The display helps to illuminate patterns and interrelationships in the data.

3) Conclusion drawing and verification – Consider the meaning of analyzed data and assess its implications for the research question at hand.
<table>
<thead>
<tr>
<th>Respondent:</th>
<th>(a) Past Communications</th>
<th>(b) Most Effective</th>
<th>(c) Why</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>• E-mail</td>
<td>• E-mail</td>
<td>• News is communicated in almost “real time”</td>
</tr>
<tr>
<td></td>
<td>• Informal interchanges</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Telephone</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>• E-mail</td>
<td>• E-mail</td>
<td>• Easy to keep a record of the news for future reference</td>
</tr>
<tr>
<td></td>
<td>• Student newspaper</td>
<td>• Campus web page</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Campus web page</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>• Informal interchanges</td>
<td>• Campus mail</td>
<td>• Work on campus</td>
</tr>
<tr>
<td></td>
<td>• Telephone</td>
<td></td>
<td>• Do not have Internet access at home</td>
</tr>
<tr>
<td></td>
<td>• Campus mail</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Other Methods for Business and Strategic Studies
Using Secondary or Primary Data

1. Case study
2. Decision tree analysis
3. Balanced score card
4. Delphi method (iterations of expert opinions)
   1. E.g. for sales forecast, NPD
5. Simulation with DSS
6. Data mining
7. Etc.
Group Project 2
(given your research topic and objectives?)

1. What kind of research is your consulting project? Exploratory, descriptive, or causal? Or a combination of them?

2. What kind of secondary data are available? Can you name a few databases or research companies that provide the kind of data? Are they useful? Can you access them?

3. If primary data are needed, how are you going to collect them, and why?