

Strategic Marketing - Contemporary Issues
Prof. Jayanta Chatterjee
Department of Industrial and Management Engineering
Indian Institute of Technology, Kanpur

Lecture – 36

In the last session, we were discussing the marketing strategy for TTK, which has been a well-established company, with a well-established brand of prestige pressure cooker. But we discussed their problem, the problem was that they sort of their growth was already stagnating, even though the brand, both the product brand as well as the corporate brand were almost 60 years old. They were not seeing much of growth, so in 2001, they were almost bankrupt, they were going in for emergency measures.

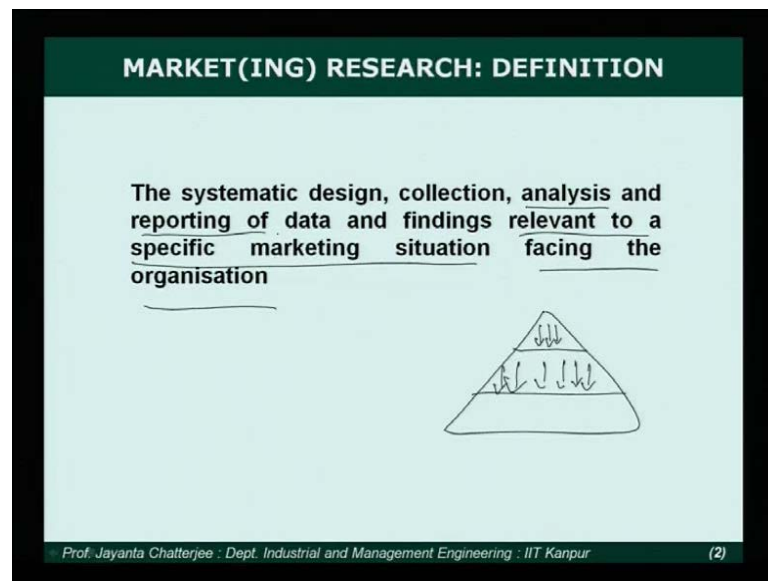
But since then they took some steps and in the last 3, 4 years from 2009 onwards, they have done exceedingly well and we discussed in the last session, that how they have diversified, how they have brought in this growth from 2 types of diversifications. One which was related that means, in pressure cooker they brought in different new types and we also discussed, how they learnt from their previous mistake, when they introduced that modern pressure cooker in 2004, which failed at a time when they were selling about just a million pressure cooker, they had to recall almost 300,000 of pressure cooker so it was a big time problem for them.

So from that, they learnt that they had some issues with respect to their channel and they had also issues with respect to education and training for their own sales people, their channel partners. And in the process they needed to train the costumers, they also needed to establish a new image that they were not just a cooking vessel, but they were part of the customers life style.

And that in that process, they have to address a new emerging high growth market segment, which basically meant young couples, upwardly mobile couples. And they did some study and understood that, in this kind of market segment, even the men participate in cooking and they are not actually well trained as cooks. So, therefore, they need easier interface and they need easier to use and so they came up with this new product, which was a pressure cooker that you could put inside a microwave called micro chef.

You had to do some studies and present that, how would TTK go about doing market research. And you were supposed to investigate that, what are the kinds of questions we can ask, what are the kinds of questions we cannot ask, what is the good design for a survey, what is not so good design for a survey and so on; and we will see some of your work shortly.

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But before that, we will discuss some of the core concepts and the good methods of doing market research. So, the market research, what is the meaning of market research, so what is written in this definition, this is from the American marketing association's definition. Incidentally, whenever you have any doubt about a particular terminology then of course, you can go to uncle Google and aunty Wikipedia but it is also very good to visit the website of American marketing association; because they have some widely accepted definitions given for different marketing terms. So, what is...

Student: (())

So, if you remember, I have often said that in marketing, any question that I ask the answer usually should start with two words. What are those two words, it depends which means, that in marketing, we have to always look at the context that is why, you see at the there are two important points made here, that relevant to a specific marketing situation.

Facing the organisation which means, the market research can be done in different ways and market research can actually have different sorts of questions. Like for example, if you are trying to do market research for micro chef, it is quite relevant to ask about the income level about of the correspondent, because we are introducing a new product which might have something to do with the disposable income of that target customer.

But, on the other hand, suppose you are trying to find out that, what should be the best packaging design for a new detergent powder or what should be that colour scheme or color mix for a new toothpaste, which you want to introduce for children. In that questionnaire, asking about their income level has got no meaning. So, which means that, the context of the marketing situation and the organization that means, the questionnaire or the market research technique, that we will be applying for TTK prestige for micro chef may have no relevance for P and G wanting to introduce a new shampoo. Or if you actually look at the super shampoo questionnaire then he will perhaps see there that they that, the demographic questions are far fewer there. Why they are far fewer in the super shampoo case that we discussed?

Student: (())

No because the entrepreneur there had already decided, that he wants to develop a shampoo for the rural market and for a and also for a certain type of customers mainly I think young women or women of a certain age group which means that, those decisions have already being taken. Now, if you want to do further research, that whether it should be in a 10 millilitre pack or it should be in a 5 millilitre pack, whether the pricing should be 5 rupees or 3 rupees or 1 rupee, you are trying to determine.

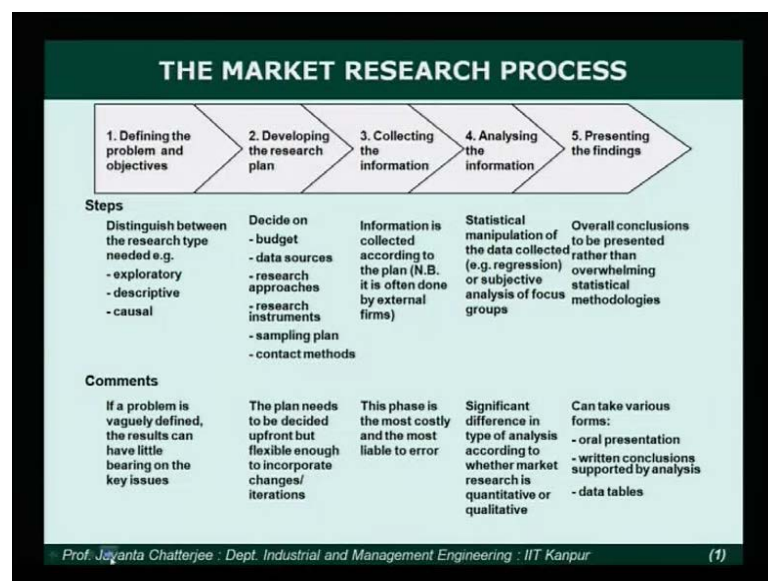
So, the market research itself has different levels and sudden questions are very relevant at a certain particular level and may be completely irrelevant at a certain other level. And also, as I discussed before, that your questionnaire has to be crisp, you cannot have 35 questions for a, which we call a random survey or a probabilistic survey, you understand. Whereas, if I am doing a focus group survey, suppose I want to do a survey consisting of that what is the best design for this MBS 639 course and I have to ask the 12 of you in that case, it is I can actually ask 50 questions.

Because, there is some kind of mutual give and take here where, you will be agreeable to may be answer 50 questions. So, the specific companies context, the specific marketing

problem as a backdrop are very important when we designed the market research which means, that we should not blindly dive in designing a questionnaire. Because, we have to first know, what is it that we want to know that means, our ultimate questions if they are clear so if you remember the Barbara Minto pyramid, we had actually working on a reverse pyramid method here.

We are trying to, first you must be clear that what are the 2 or 3 central questions that we need to get answered, to find those two or three questions, we may have to ask 15 questions. Because, sometimes just 1 question when we are discussing, may be not enough because it might lead us on an erroneous path so we have to ask the question from different angles from different perspectives so that, we are sure. And then once we have designed that questionnaire and collected answers then the next part left is analysis and interpretation of the data.

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Now, if we put it all in a nice diagram then it is no different from our approach that we have been constantly using in this course, which is using the W and H questions. That means, what is it that we want to know and that is actually defining the problem and the objectives. And once you have that, once you know for example, if you are trying to find out that, what is a good new colour scheme in the toothpaste market for children then it could be exploratory.

But whereas, if whether it should be, this micro chef should have handle on two sides or only on one side that means, we are trying to do a market research from a capturing the voice of the customer to decide upon a design feature at that stage, it may be more to do with causal or we may have to do descriptive and so on. This is actually, we will discuss it in more depth, as we go along or as we look at your own submissions in greater depth.

Of course, developing the research plan will depend on budget and the research approach, which will come from here and and then that will lead us to the sampling plan and a contact methods and etcetera. So, as you see here, if you if the problem is vaguely defined then it is better or the results can have little bearing on the key issues then you have to choose one type of combination. And in other cases, it has to be and of course, I am not discussing too much about, how we are going to present the findings, that is a different issue altogether, that has to do with marketing internal marketing. Because, the market research results are actually often in a can be in internal marketing situation. What is an internal marketing situation?

Student: (())

Very good or many times actually, market research companies because in the industry about 20 percent of market research I mean, taking the whole all types of a companies. So, according to a data published by the Indian market research bureau, about 50 percent of the research is done in house and about 50 percent I mean, it can vary from company to company. So, it is given here as 50 to 80 percent and 20 to 50 percent so 20 to 50 percent is source from outside.

Now, when you are sourcing from outside that means, you are a market research company and you have actually done this all these analysis, he might have used different kinds of mathematical models, statistical analysis. At that stage, when you go to the client then this presentation part becomes quite important because you have to establish that, what is the and this, these are some of the quotients that. Therefore, focus on conclusions or interpretation and rather not so much on the methodology for that. But, our discussion is going to focus today more on this part and little bit of this part that means, how do we establish objective and based on that, how do we frame our questionnaire.

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So, usually from British marketing market research association, we have this data that, what are the different types as you can see here, the top characteristic is for market measurement. What is the meaning of market measurement?

Student: (())

And in total size of the market we have discussed that, there are tam 1 and tam 2, what are those?

Student: (())

Total addressable market that means, what is the total available market so there actually we will look at the all India market if we are looking at national level, if you are looking at global level, we may have to look at the possible global market size. And then next tam is the total addressed market that is what, are we going to like for example, in case of super shampoo that a entrepreneur was going to launch, a shampoo meant for a rural women in southern India.

So, in that case obviously therefore, the available market may be much larger all over India but the addressed market is confined within south India. That means, a geography boundary and in that then again, it is bound by the demographic selection that person had made. So, market measurement now obviously, why did he choose, that southern India might have been chosen because it is convenient, it is lower cost because it is a you

know, he is located in the at Karnataka or Andhra in that case and therefore, he is focusing on that.

But, in case of the next part that means, what is the size of the market therefore, he is addressing, how is that determined like for example, in micro chef, this is a cooker a pressure cooker that you can put inside a microwave oven and TTK prestige is doing this research, has asked you to do this research, they want you to tell them that what is the market size they are addressing. How would you determine that?

Student: (())

Where will you find such data?

Student: Face book

No, not face book.

Student: (())

Even census, the national that act like economics bureau, the national census these are better reliable, easily available low cost data, that is used by market researchers often. Because, you could they will is easily tell you that state by state, city by city the number of young couples you can find out then it is not a. So, you use that, once you know that what target you have then you can do that, new product development concept testing, now in the first one you will about.

How do you will you do the second part concept testing which means, concept testing cannot be done well this is how you see, you cannot ask actually 50 people because concept testing in this kind of a new product, like this new type of cooker is a much better done, when you are you observe. So, you can see, the first one is a quantitative type of research whereas, the second one has to be more a qualitative research.

You actually you may actually, called in 15 people from the kind of people you want to target, bring them in, provide them the product, let them cook, let it be like a picnic and in the process, you observe and after the observation, may be you can ask some question. On the other hand suppose, you want to find out customer satisfaction at the z square mall actually, it has been found that, in such experiential research that you want to do,

that whether the experience of dealing with the sales persons in a particular shop at z square mall.

Suppose, if there is a you want to do a study a research, the customer satisfaction level for the different outlets in a mall or for the same companies outlets say, pantaloon at 6 different places. So, we often use actually, which is a combination of quantitative and qualitative and we often actually use a mystery shopper, mystery shopper means you engage somebody who actually goes and shops. And actually, that person already has been given some kind of a questionnaire, which that person knows that he or she is seeking answer to those questions.

And therefore, you can actually and mystery shopping can be done with the different, it can be either on gender based or it can be very open ended and so on. Whether if you are doing media research and evaluation that means, how effective has been a particular add then it is normally quiet, we use different kind of quantitative techniques. For example, if you want to measure the effectiveness of an add for the new multi-purpose toothpaste, you know we now see many toothpastes are coming in the market, which are good for sensitive tooth, good for you know (()) protection, good for freshness and so on and so forth.

So, if you want to find out that, what will be the and a new add has been launched in all the newspapers and you want to find out that, where how effective has been this add, where all it has reached, how far it has penetrated in the Kanpur, Lucknow, Allahabad and Varnasi. So, how will you do this measurement, you want to find out the effectiveness of ads on a new tooth paste in 6 cities in northern India, how will you do it.

Student: (())

This is very difficult to measure, that whether the add has anything to do because what is the purpose of the add so in the either cycle you remember, we said that the sequence awareness, interest, desire and action. And add in the newspaper is more likes prey and prey, it is not going to be it is very difficult to directly correlate it with the purchase action. But, we can correlate it with the awareness and interest, the first two stages we want to understand that, whether this add, the kind of message it has brought so the copy, the visual, design and everything put together, how effective it has been. To do that what will be, what is a simple mechanism we can do and often used.

Student: (())

That is actually questionnaire and going out to survey, there is a much more simpler and more cost effective methods, as I say sales volume means the last two stages, we are trying to understand how effective it is with respect to those first two stages in the purchase cycle. So, very often used technique is often use technique is like for example, you know this a famous show kaun banega crorepati, which actually gets all these adds. Now, how do they know...

Student: (())

No, more than that, the direct measure they have is, how many people are calling in to register, you know they give a very simple question like what was the name of the second pandava brother, very simple question they will say. And they will say our portal is open, if you want to participate in the ABC then phone in now or send an email now or whatever it is. Then you can easily understand from the form, that people will fill up that, where are the responses coming from, who are they. So, you will know that currently, as you will see in KBC, they are trying to, what is the theme the difference that you will see in the current KBC.

Student: It is more targeted (())

More than that, you see every time now they are using a focus on there is a language shift, have you noticed the new KBC serial is most of the conversation happens in Hindi. Why it happens mostly in Hindi?

Student: They targeted the common man.

Not common man, it is being targeted towards tier 2 and tier 3 cities and so those ads therefore, that you see in KBC who are sponsoring this program, they are items that are interesting for this target segment and the advertisers, they want to know that, are you reaching my target segments. That if therefore, so much money this crores of rupees that I am paying, you know even though the prize money is 5 crore and every time you know somebody wins 50 lakhs or 1 crore or 20 lakhs, actually it is peanuts for the organizers.

Because, the amount of money they make from the advertisers every episode, would be maybe a hundred times of that, what they will be giving away as prize money in that

particular episode, you understand that. But, the people who are paying this enormous amount of money, they want to know that, whether am I reaching and similarly in print ads, a simple technique to use is to use coupons. Put this, print a small coupon and say, take this and you will get 5 rupees discount.

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TYPES OF MARKET RESEARCH: BY METHODOLOGY		
	Qualitative	Quantitative
Type of Question	Probing	Simple
Sample Size	Small	Large
Information per respondent	High	Low(ish)
Questioner's skill	High	Low(ish)
Analyst's skill	High	High
Type of analysis	Subjective, Interpretative	Objective, Statistical
Ability to replicate	Low	High
Areas probed	Attitudes, Feelings, Motivations	Choices, Frequency, Demographics

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And that will immediately tell you that, where this is coming from and therefore, you can get an effectiveness, that how much awareness have you created or how much interest have you. Because, if somebody brings in the coupon that is 100 percent impact of the add because you have achieved A and I and obviously, and the coupon is being used for buying that means, you have taken the person to the whole cycle. So that means, the add has been quite successful, you understand.

Student: (())

Exactly

Student: (())

Absolutely that means, what you are saying is, may be 20 people have seen the add and only 6 have gone to purchase with the coupon. But even then if I can use statistical techniques at that stage and know that, if my this is my sample then what is possibly my universe of address, you follow. If I get some feedback, I can always envision that what is the universe, that I have been able to reach out to. Because, I did because this is

conversion, if somebody is bringing the coupon and actually buying that means, it is conversion.

So, we can then utilize some percentages that have been actually calculated from some other research, that what is the usual conversion percentage and then from that we can go back and find out. And the other interesting things we can see is that, where are the coupons coming from suppose, many times such like the idea we discussed about this tooth paste, like it will be mostly a large area rollout. So, a national rollout you can see from the coupons, when you actually aggregate all the coupons, you can see in which area you made a higher impact.

So, how effective was the Hindi add in the (()), because the coupon will tell you where it has come from, which have which media was more successful, which newspaper was more successful, which magazine was more successful as your vehicle, all that will be coming out. So, fundamentally what I am saying is, market research has different questions, different contexts, at different stages of the marketing effort and accordingly your questionnaire design has to be changed.

And there are mechanisms, which you can use to get feedback, which will tell you how effective is your effort. Simple difference is that type of question in a qualitative that means, if you are actually doing a focus group discussion, it can be very probing, I can ask five questions. But whereas, in quantitative you are doing a survey, it has to be very simple yes, no, multiple options or just draw a line. So, maximum we use the scale of 1 to 5 or something like that instead, we do not use the scale of 1 to 10 many times, in most cases.

So, sample size in qualitative obviously, will be small and in quantitative, it has to be large, the information per respondent in case of qualitative, we will get a lot of information from a small group. Whereas, we will get a large group but not as I said maximum 15, 20 questions in this case, the person who is conducting that skill has to be very high. Whereas, if it is a questionnaire based, you can just hire young students, they can actually be pleasant only and somehow, persuade people to answer.

An analysis scale of course, it needs to be high in both cases, this is a subjective, this is this can be little bit more objective but of course, these are actually little bit objective versus subjective is often contested that, whether just because somebody is answering to

a question and there is a specific answer, that is objective. It may not, it may be that person at that time is hungry or so if you ask a hungry person question about food or beverage, you will get all positive answers.

Whereas, if that person is at that time unwell, you know as some of you are unwell so you know that person is may be sick of answering about food. So, it is not always this is too simplistic to say but may be usually it is true and ability to replicate is low in a because it is a particular setting with the particular group of people, whereas so therefore, if you do a focus group study in Denmark, you may not be able to replicate that in Darmandha.

So, these things have to be so here we are looking at more, what are these factors in our buying behaviour, what that these elements. So, for affective elements, we normally go for the qualitative research for cognitive, we can use more of a the quantitative.

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BENEFITS OF QUALITATIVE MARKET RESEARCH VS QUANTITATIVE	
Benefit	Comment/Example
Cheaper	Smaller sample size
Probes in-depth motivations and feelings	Allows managers to observe (through one way mirror) 'real' consumer reaction to the issue - e.g. comments and associations (e.g. TTK) regarding a new product fresh from the labs
Often useful precursor to quantitative research	Gives the research department a low cost and timely sense of which issues to probe in quantitative research

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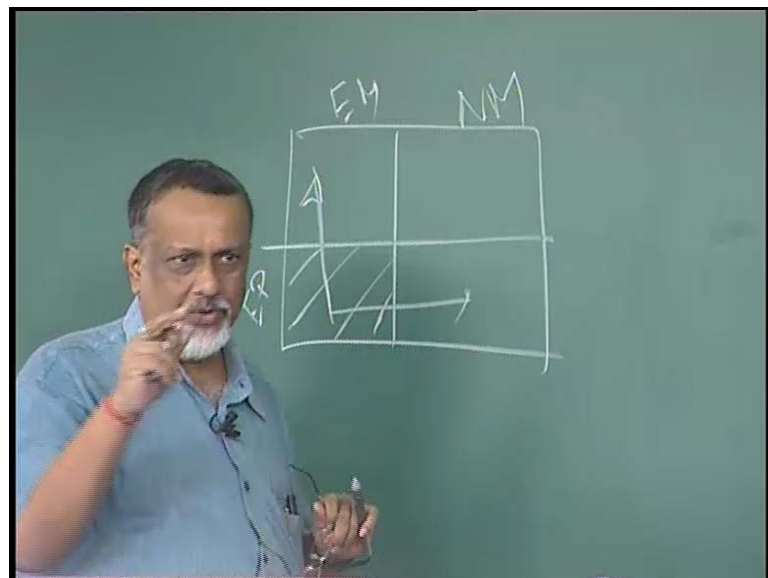
Of course, qualitative research is cheaper and the and it is often used at the early stage of concept development or of a product. So, micro chef when it is in early stage, when the product itself is getting configured, whether we should have 2 handles, 1 handle, whether it should be 1.5 litre or it should be half litre or it should be to start with we will have 3 models or 1 model, all of these kind of stages qualitative research is better.

Because, we can get lots of in depth inputs so you ask this question that, whether now the KBC is oriented towards the smaller towns tier 2 and tier 3 cities and towns, whether it is because there people have more need of money or they are looking for prize money. The reality is actually not very different from the issue of micro chef and TTK because what was the main problem that TTK had before they started all these new moves, diversifying into new products.

Student: (())

Yes.

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And what was the main issue that we discussed in the previous session when we drew this diagram, our very familiar diagram of that, when you take an existing product and existing market, after some time you saturate it. So then you want to take it to there or you want to go here so KBC going to addressing the targeting people from Kanpur or people from Mohali or people from Haridwar, what is that what are they trying to do?

Student: (())

They are taking an existing product to a new market because they have already done maybe several episodes that I do not know, this is the 6th series or whatever it is 5th series. So, in the first three series, most of the people who came they came from the metros and it is not that, they were any less interested in money and we had all kinds of

people there. So, issue is not because they have now found that, money is more needed in place z, it is not that it is just that all entertainment programs, this is actually what tells you something about entertainment marketing, this is called infotainment, KBC type of program is called infotainment.

That means, you entertain people through informative products you know, national geography or animal planet they are all infotainment, which is a major new growth area worldwide. This people are also bored with the usual song and dance entertainment so there is a people get entertained by brain stimulation. So, that is what, this these products are like you see that is why, it always talks about knowledge can take you across social barriers, this is the key team that is being repeated again and again. In the if you have seen the new KBC promo, they are taking it that knowledge can take you across language barrier, can take you across economic barrier.

So, they are using and taking that and in the process, they are actually very nicely positioning their their offering as an infotainment product, as a knowledge based entertainment product, you understand. And like all other entertainment, infotainments also after some time, they get gadded and they have to find, they have to reinvent. So, this is a reinvention process of taking an existing product to a new market.

Student: (())

But, those people are already discouraged, they are no longer watching KBC.

Student: (())

Exactly and that is the reason why, if everybody who could purchase standard pressure cooker in the southern market, they have already purchased. So, the only market you have is replacement market, which is small you are not acquiring, you are not expanding the market. In this process, you will still get some percentage of this and this entire empty canvas of this quadrant so that is a it is a valid strategy.

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TYPES OF MARKET RESEARCH: BY OBJECTIVE	
➤ Exploratory	Preliminary data needed to develop an idea further. Eg outline concepts, gather insights, formulate hypotheses
➤ Descriptive	Describe an element of an ideas precisely. Eg who is the target market, how large is it, how will it develop
➤ Causal	Test a cause and effect relationship, e.g. price elasticity. Done through experiment

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So, type of market research can be exploratory, descriptive, causal now, descriptive is often actually is when you actually, we want it comes at a later stage usually. That means, when actually we have already decided that we want to go in for micro chef, descriptive will be telling us that, how do we get into each one of these areas where we want to go to. But, let us discuss a little bit about and the early stage of the product it is exploratory.

So, if you see that the super shampoo questionnaire, all the questions if you see, you will find that actually we can derive from that, a good descriptive result that, what will be the you know we can even go into what should be the perfume that we will use with that, what will be the colour, what will be the size, what will be the different types of packaging, price points, etcetera. Whereas in the early stage, it can be to find out that, whether there is a new shampoo necessary for this market segment, etcetera. What is causal?

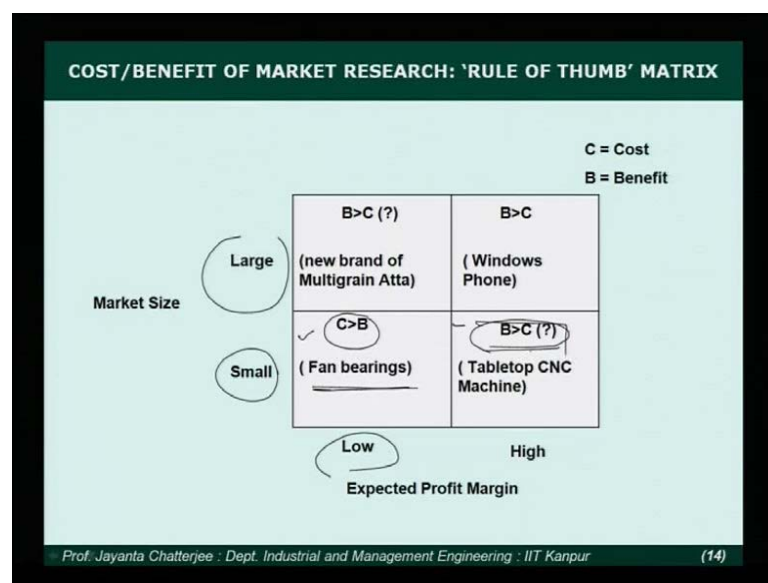
Student: (())

So, casual is very normal is that, how much growth can we expect if we reduce the price by 2 rupees in fact, in your mid semester you had a question like that, that if you give one and a half rupees more discount to the retailers, you know how much extra sales can you get. Those of course, the twist in that question because possibly there was a second part to that question was, will it be a good strategy. So, it may not be a good strategy

because we describe the problem that it is actually looking at the retailers within the campus.

Now, within the campus, the it may not matter because the total market available the elasticity may not be very high with respect to but of course, one and a half rupees are given to that distributor may actually encourage them to more push. So, if there is no elasticity in the pull then you have to use the elasticity in the push, that was the discussion which was expected.

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So, causal is therefore, related to this kind of cause effect relationship, this is another simple understanding that, how we can determine that, if the market size is small like for example fan bearing, bearings that are used in ceiling fans or table fans and so on, ball bearings usually. And the market size is small what does that mean?

Student: (())

Or it could be actually that market that you can address maybe small and the profit margin per unit maybe. So, you maybe a local small scale manufacturer in a located in say Patna and you have therefore, a certain number of fan manufactures in and around you. They are the people who are going to buy and you may not be able to sell to the fan manufactures in Bombay because your reach may not be there so in that case. So, it is

not universally true but taking a particular situations you have therefore, a small market to address.

And why it is small because there may be only 3 manufactures of fan in Patna Ranchi area in this case, your market research cost will be more than the benefit. Because, it is actually there is no point in here, you know conducting a survey or doing a focus group because you can simply and gage. So, in B to B markets; that is why often, even when it is a large market because you can actually, you know the market customers well and your demand is always derived demand.

That means, if you are making bearings for motors so then your customers will be motor manufacturer and therefore, the total number of motors, if they are that market grows then only, your market will grow. Whereas, is case of a new brand of multi grain atta, the market size is large even though the profit margin may be low per unit, it is beneficial to do the market research, because the benefits will be more than the cost. In the same way, the market size is larger, the profit margin is large but whereas, it is in table top CNC machine, it may be difficult to save whether B will be greater than C. Why is it so?

Student: (())

Table top CNC machine is purchased usually where?

Student: (())

No, CNC manufactures will make table top CNC, is that small CNC machines, designer or labs like IIT labs. So, it is a very specific market so it may be same as this one so then therefore, it may be not. It could be, if it is a product which can be, if there are many engineering institutions who can afford it then it may be the B will be greater than C, otherwise not.

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FREQUENT TECHNICAL PITFALLS

1. **Poor definition of problem**
2. **Designing the questionnaire**
3. **Sample size small**
4. **Data collection inadequate**

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These are some usual pitfalls and we will just now see, whether your answers actually fall in this category or that means. But, in case of we do not have a problem with this because I have already given you the problem. It is in designing the questionnaire, often we actually make mistakes.

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ISSUES TO CONSIDER IN QUESTIONNAIRE DESIGN

- Sensitivity of question
- Bias in formulation
- Cultural issues
- Repetition
- Respondent motivation
- Questioner training
- Pre-testing
- Comprehensiveness
- Realism
- Ease of completion

MECE

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And we will just see, what kind of mistakes are usual, these are some literature you will find that, you know the question sensitivity in the question. That means, there are some questions where, people may not be interested to give proper answer or it may be

offending, they give you ask somebody how many times you eat in a day, to some people it may be an offensive question and so on. So, cultural issues, reputation and you know the way you ask, all of these are possible issues to be considered.

So, normally you need to train the people, you need to pre-test the question that is why, we actually it is it is called the validating the questionnaire. So, like in micro chef suppose, you are the company and you have done this so after you design the questionnaire, you will not straight away go and start using the questionnaire. You will normally ask some experts and test the questionnaire, that how good it is with respect to realism, ease of completion, comprehensiveness.

The comprehensiveness actually therefore, if you actually put these two issues together then we come back to our MECE that means, your question should be because you only have 15 questions to ask. So, it is absolutely, you know it will be not intelligent at all to repeat so mutually exclusive and cumulatively exhausted this is what, we are trying to find out that is why, we should not repeat and we should try to be as comprehensive as possible.

But remember, comprehensiveness does not mean that for example, if you want to find out that, whether what is the color combination of toothpaste, which will be most liked by young upwardly mobile population, it may not be very, at all relevant to ask are you married. In fact, these days it is not correct to ask anybody, are you married at all, in western countries, you cannot ask that it is in fact, may be illegal also to ask that, are you married because it may be a discriminatory question.

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SAMPLE AIRLINE QUESTIONNAIRE

1. What is your total income per year?
2. Are you an occasional or frequent flyer?
3. Do you like this airline?
4. How many airline ads did you see last month compared to this month?
5. What are the most salient and determinant attributes in your evaluation of airlines?
6. Do you think it is right for the government to tax air tickets and deprive a lot of people of the chance to fly?

Prof. Jayanta Chatterjee : Dept. Industrial and Management Engineering : IIT Kanpur (19)

So, I will use this example so this is a questionnaire for an airline so look at the questions, what is your total income per year, are you an occasional or frequent flyer, do you like this airline, how many airline ads did you see last month compared to this month, what are the most salient and determinant attributes or do you think that it is right further. So, it may be you know immediately after this diesel hike or fuel hike, etcetera diesel of course, is not relevant for airlines.

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DODGY QUESTIONS: AIRLINE EXAMPLE

Questions	Objections
1. What is your total income to the nearest hundred Rupees?	<ul style="list-style-type: none">- the respondent probably doesn't know the answer with this degree of accuracy- the firm doesn't need to know the answer with this degree of accuracy- people are not keen to reveal income that accurately- a questionnaire should never begin with such a personal question
2. Are you an occasional or frequent flyer?	<ul style="list-style-type: none">- how do you define occasional versus frequent: everyone will define it differently
3. Do you like this airline?	<ul style="list-style-type: none">- 'like' is a relative term- will people answer it honestly when phrased so blatantly?

Prof. Jayanta Chatterjee : Dept. Industrial and Management Engineering : IIT Kanpur (20)

So, let us look at these questions, what is your total income to the nearest 100 rupees if you ask, sometimes questionnaire questions are done instead of this, what is your total income per year. If you say what is your total income to the nearest and then the person may not even know and also the you do not need to know that or people may not be keen to reveal income that accurately. So, that is why, you will often see most of the income questions are usually given on a white band 50,000 to 1 lakh, 1 lakh to 2 lakhs and that sort of thing.

And this is a very important question, that you should never begin with a personal question, this is a typical flaw in many, many marketing questionnaire, at the student questionnaire, when I discuss. That, it starts with what is your name, what is your father's name, what is your religion, what is your caste for example obviously, the region and caste are totally relevant for this airline questionnaire. And if you spend time on those sort of questions, you are actually not getting answer to the main research objectives that you have, you follow. Are you an vocational or frequent flyer, what is wrong with this question as mentioned there?

Student: (())

Because, all the words used in marketing research questionnaire should be such that, it elicits facts not emotion, very important. Focus on cognitive inputs and not affective inputs in a survey questionnaire because for effective, we will normally go to qualitative research, ethnographic research or focus group and so on, you understand. So, observation, discussion these are ok for most used methods but to use that because if you put in a questionnaire, what is the meaning of vocational and what is the meaning of frequent.

So, for him it the frequent means may be twice in a week, there you can apply this question that, are you an vocational visitor to z square mall or a frequent visitor. So, to some students here on the campus, frequent means going there every day or to some people frequent it may mean once a week. So, it is these are actually all therefore, it will not elicit correct, it will be you say, I am vocational, what do you do with that answer. Because, you were trying to find out may be that total number of foot faults expected from IIT Kanpur to z square mall.

So, you need numbers, that can be multiplied by the total number of students available here who are prospective visitors to the mall. Do you like, similarly like is a very relative term again, it is not a fact eliciting question.

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DODGY QUESTIONS: AIRLINE EXAMPLE - CONT'D	
Questions	Objections
4. How many airline ads did you see last summer ?	- Who can remember? - What do you call 'summer'? - What is an ad? Is it TV, magazine, poster or what?
5. What are the most salient and determinant attributes in your evaluation of airlines?	- What's meant by 'salient' and 'determinant'? - This sounds pompous and arrogant even if people do understand
6. Do you think it is right for the government to tax air tickets and deprive a lot of people of the chance to fly?	- All objectivity is out of the window - Why ask if you've already made your mind up of the effects?

Prof. Jayanta Chatterjee : Dept. Industrial and Management Engineering : IIT Kanpur (21)

How many airline ad did you see last summer so that is even the what is summer that itself maybe is not a very well defined. For us, the summer maybe the semester break that we get between two semesters, for some other people may be you know the summer goes till end of august whereas, our summer ends in the end of July, you understand. So, similarly, what are the most salient and determinant attributes, very I get many such questions framed because we know we are from IIT and we are very knowledgeable people and so we ask this kind of very gambeer questions.

So, this is also or this kind of question has gotten, this is another very wrong because what is there what is wrong with this question?

Student: (())

No, it is actually you are already pushing the guy, do you think it is right for the government to tax air tickets and deprive a lot of people of the chance to fly, see you are already kind of brainwashing so you are already using a lot to buyers into framing the question. So, you want people that is why, many times the output from market research gives completely wrong answers.

Student: (())

New products particularly, I think I did I tell you about this famous market research done for automatic washing machines. So, the answer that we got was, that the all India demand was some 50000 units, this was the early stage when 1985, 1987 when washing machines were not so. And the answer was 50000 and then came Videocon and they actually just had some good technology, good product and their collaborator (()) and they just sold 50,000 units in less than 3 months and that only in northern India.

Because, for all you know the market research questionnaire might have been asking people because that market research company recommended, that the most effective model will be semiautomatic. So, if you ask your question, that do not you think, a semi automatic washing machine is better than an automatic washing machine because it is cheaper. Then the person will have no other option but to say, yes and then you can conclude that 89 percent people said, that they prefer semiautomatic. So, using... So, it may appear as you know a very gospel truth because we are from IIT and we love strategies and we love percentages.

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PROBLEMS WITH TRADITIONAL MARKET RESEARCH

- Market research has allowed prominent product failures, and wrong predictions
- Markets are increasingly becoming micro-segmented (e.g. sports shoes aimed at affluent fashion conscious teens specifically for Bollywood-Aerobics), so mass market research becomes correspondingly irrelevant
- It is helpful for improvements, but less so for radical innovations
- For more accurate targeting, work with leading customers within the target group

Prof. Jayanta Chatterjee : Dept. Industrial and Management Engineering : IIT Kanpur (22)

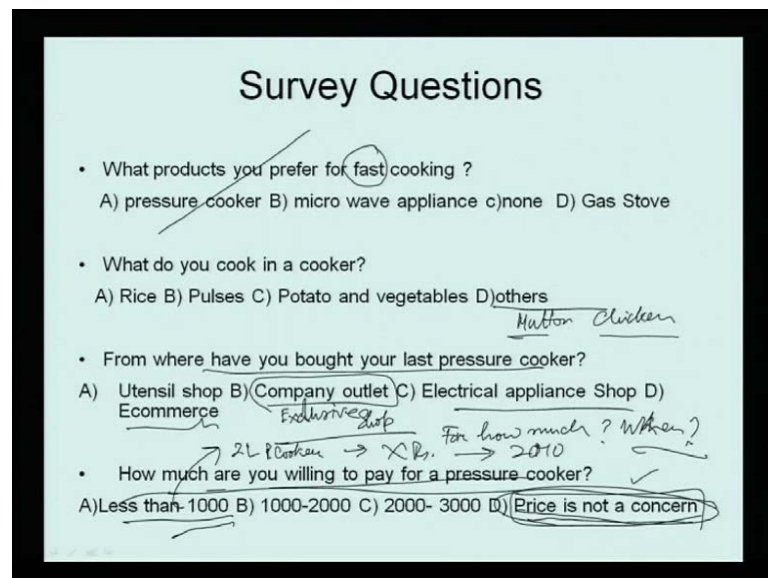
But, the question framing can lead us to a completely wrong answer so let us now, look at the answers, that we have received from you on issue relating to.

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So, this is what, I was saying market researchers often let to wrong confusion, let us now see, how you guys have done. So, this is a one set of response coming from three of you.

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And in this, what products do you prefer for fast cooking, can we improve upon this question, is this question at all necessary.

Student: (())

So, fast maybe a prop, what is fast for me may be not at all fast for Shushanth so we have a problem with fast and we may have a problem with this question itself. Because, we are already trying to do for what, we are trying to do a thing for micro chef, what do you cook in a cooker I mean, we may change it, what would you cook in a micro chef or what do you use your pressure cooker for, we can reformulate it. But, this is I mean, I do not find of course, meat and fish in this. But, but this question may be valid why?

Student: (())

So that means, if it is if the feature can be brought in, which is actually the feature of the rice cooker then it can be quite interesting. So, this is good but I think we should put here mutton, chicken and so on because you have there is a bias here, a vegetarian bias, which is may not be correct for a pressure cooker. From where have you bought your last pressure cooker now, this is a what is the meaning of the company outlet.

So, we can say, exclusive showroom, electrical appliance shop, e-commerce is not, from a website or so on anyway, this is ok. How much are you willing to pay for a pressure cooker, how is this?

Student: (())

If you ask this question, that most people would say it should be this.

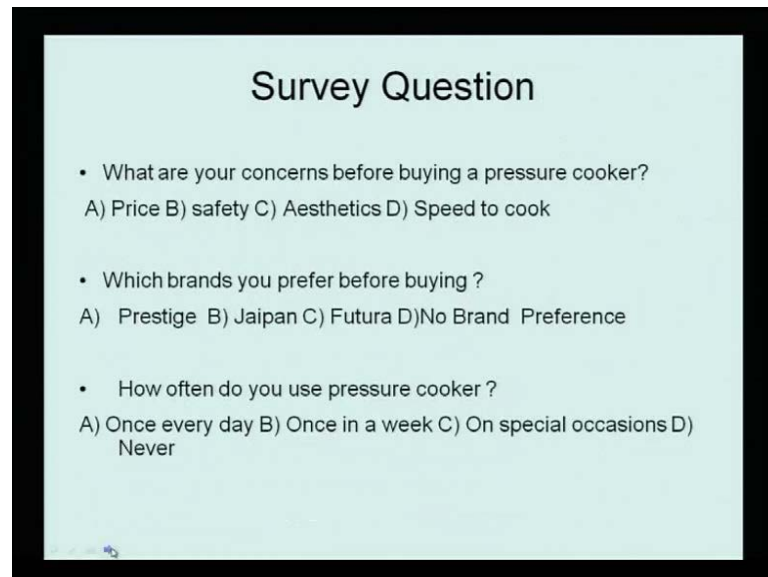
Student: (())

And actually, to find out that what is a good price, at an early stage it is quite difficult, it is better to ask for a fact like you are already asking where have you bought last pressure cooker, you could have ask for how much and when. So, you are getting an actual answer here, which is useful for you. Because, if you know what was the size of the pressure cooker that you bought last so the, you know that people have been buying 2 litre pressure cooker for x rupees in 2010.

Now, this maybe a good question for a new company who wants to be in but it is not a good question for TTK because they are the people who sold, they already know the answer, you understand. So, this question is valid for a new enterer but it is not valid for TTK and it is this sort of question will obviously I mean, I cannot find anybody who will say price is not a concern.

This is only may be people, who are you know selling this perfume, this after shave lotion which sells for 22000 thousand rupees or you people who buy Mobla or such luxurious brands and there actually will not do a survey, whenever it is a survey, it is this is not a valid question at all, option at all.

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This is a good question that, what are the concerns before you buy because here you are getting but this is a little problematic. Because aesthetics, you know what is aesthetics will even here actually, the economic students will may be answer differently than the design students whereas colour, etcetera may be. So, this is a good one, this is a good one, this is a good one, you may even like to do some ranking, you may ask them to put in order, this is a good question.