

Managing

brands

Lecture 3 – Undercovering consumer mindset

By Zamira Ataniyazova

Part 1

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How are you feeling today?

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What will we cover today?

Why to carry out qualitative research?
Examples of qualitative research
Structuring qualitative research
Ethics part of the research
Practical demonstration.


Understanding current & desired brand knowledge for managing brands



Deep understanding of consumer thoughts, feelings, perceptions, images, beliefs & attitudes



These mental blue prints provide insights form improving strategy, positioning, communication.



But, the measuring the consumer knowledge is not easy, as it resides in the head of the consumer.

Understanding the current and desired brand knowledge structures of consumers is vital to effectively building and managing brand equity. Ideally, marketers would be able to construct detailed “mental maps” to understand exactly what exists in consumers’ minds—all their thoughts, feelings, perceptions, images, beliefs, and attitudes toward different brands. These mental blueprints would then provide managers with the insights to develop a solid brand positioning with the right points-of-parity and points-of-difference and the strategic guidance to help them make good brand decisions. Unfortunately, such brand knowledge structures are not easily measured because they reside only in consumers’ minds.

Nevertheless, effective brand management requires us to thoroughly understand the consumer. Often a simple insight into how consumers think of or use products and the particular brands in a category can help create a profitable change in the marketing program. That’s why many large companies conduct exhaustive research studies (or brand audits, as described in Chapter 8) to learn as much as possible about consumers.

A number of detailed, sophisticated research techniques and methods now exist to help marketers better understand consumer knowledge structures. A host of primary and secondary data sources exist online. Many industry or company studies can be accessed and surveys can be efficiently distributed and collected. This chapter highlights some of the important considerations critical to the measurement of brand equity.¹ Figure 9-1 outlines general considerations in understanding consumer behavior, and Branding Brief 9-1 describes the lengths to which marketers have gone in the past to learn about consumers.

According to the brand value chain, sources of brand equity arise from the customer mind-set. In general, measuring sources of brand equity requires that the brand manager fully understand how customers shop for and use products and services and, most important, what customers know, think, and feel about and act toward various brands. In particular, measuring sources of customer-based brand equity requires us to measure various aspects of brand awareness and brand image that can lead to the differential customer response making up brand equity.

Consumers may have a holistic view of brands that is difficult to divide into component parts. But many times we can, in fact, isolate perceptions and assess them in greater detail. The remainder of this chapter describes qualitative and quantitative approaches to identifying potential sources of brand equity—that is, capturing the customer mind-set.

Why to carry out qualitative research?

**Aim to
explor
e**

**Understand
consumer
motives**

Identify associations

Potential insights?

**Test new ideas and
get quality feedback**

Qualitative research techniques

Qualitative research techniques

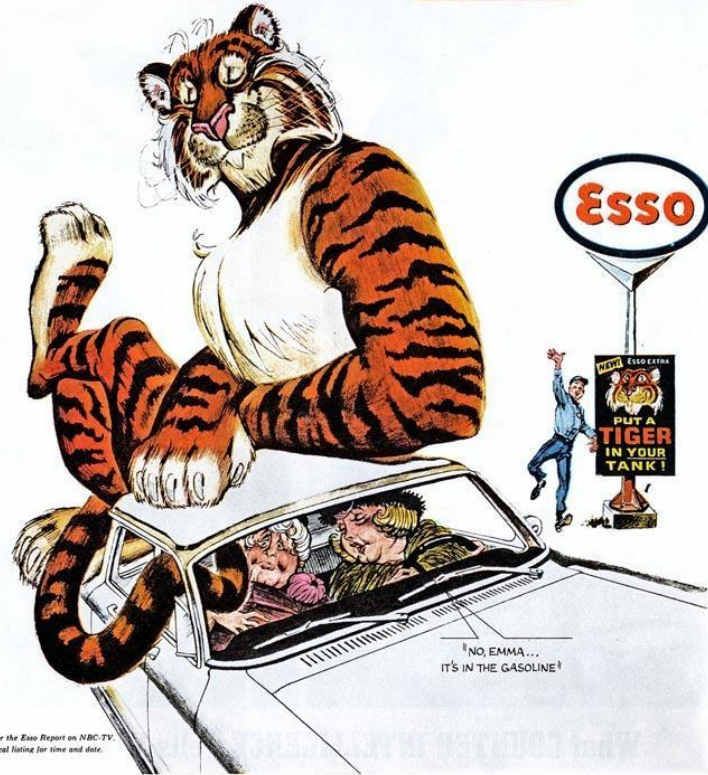
Ernest Dichter (1907-1991) is best known as a marketing researcher who pioneered 'motivational research', an approach to consumer marketing that sought to understand and to cultivate the unconscious, irrational nature of consumer drives (Lussier K., 2015).



Source:
brandautopsy.com

Qualitative research impact

PUT A TIGER IN YOUR TANK!



Watch for the Esso Report on NBC-TV.
Check local listings for time and date.

NEW POWER-FORMULA ESSO EXTRA GASOLINE BOOSTS POWER THREE WAYS:

- 1 Cleaning Power!** Dirt can clog even a new carburetor in a few months of normal operation—causing hard starting and rough idling. Your very first tankful of New Esso Extra will start to clear away these deposits—in new engines or old—to improve power and mileage.
- 2 Firing Power!** Spark plug and cylinder deposits can cause misfiring, pre-ignition and hot spots. New Esso Extra neutralizes these harmful deposits—to help your engine fire smoothly, to help preserve the power of new cars and restore lost power to many older cars.
- 3 Octane Power!** New Esso Extra has the high octane that most cars now need for full smooth performance without knocking. You'll get *all* these extras with New Power-formula Esso Extra gasoline—it puts a tiger in your tank! *Happy Motoring!*

HUMBLE OIL & REFINING COMPANY... AMERICA'S LEADING ENERGY COMPANY... MAKERS OF ESSO PRODUCTS



© HUMBLE OIL & REFINING COMPANY, 1934

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"HAVING WONDERFUL TIME WITH *New Chrysler!*"

It's modern to be youthful! And the way to feel youthful at any age is to drive a Chrysler!

1938 CHRYSLER ROYAL... 100 horse-power, 122-inch wheelbase.
1938 CHRYSLER IMPERIAL... 135 horse-power, 122-inch wheelbase.

Also Chrysler's famous Custom Imperial in five and seven passenger sedans and limousines... with Chrysler's amazing new transmission advancement, the Fluid Drive.

Time is on *Radio News*, Columbia Network, Every Thursday, 9 to 10 P. M., R. & T.

SHE... "As one front-seat driver to another... this new Chrysler is a *woman's* car. It's perfectly thrilling to own such a gorgeous-looking... such a *modern-looking* car. It's such a compliment to see people turn around and admire it! And driving is always a new delight... it's all so natural and easy. For the first time in my life, I feel at home behind the wheel... knowing how easy it is to steer, shift gears, stop and park. The steering wheel gear-shift is a revelation..."

HE... "Pardon the interruption... but Chrysler's a *man's* car. Men have an eye for beauty, too. But that swift, silent get-away... that never-say-die power... that romping, eager, mounting speed... were put there for the sterner sex. And a man's got room for his legs and his elbows... and room to relax in this he-man car. Of course, I can understand why women like the Chrysler, too. The point is, we're *both* right. This very modern Chrysler is everybody's car!"

BE MODERN *Buy Chrysler!*

Sometimes it is better to observe rather than ask

How long do you vacuum?

In reality 30-40 mins

Answer: more than 1 hour



Qualitative studies

People report that they eat healthier than they actually do in reality



Home visit and check kitchen



Keep diary



Examine trash

Technique 1 - Free associations

Co
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Powerful way to profile brand associations



To better understand favorability of the associations – follow up questions should be asked.



Who? What? When? Where? Why? How?

What comes to your mind when you think of “insert brand name here”?

- What do you like best about this brand? What are the positive aspects? Advantages?
- What do you like least about the brand? What are the negative aspects? The disadvantages?
- What do you find unique about the brand? How is it different from others?

1. Who uses the brand? What type of person?
2. What type of situations do they use the brand?
3. When and where do they use the brand?
4. Why do people use the brand?
5. What do they use it for?

Technique 2 - Projective technique

A. Completion and interpretation

When hard to uncover true feelings and beliefs

Describe the consumer for each shopping list:

Shopping list 1:	Shopping list 2:
Bread	Bread
Cereal	Cereal
Juice	Juice
Low-fat milk	Low-fat milk
Jacobs coffee	Jacobs coffee
Greens - all types	Spring greens (cut and packaged greens)

Technique 2 - Projective technique

A. Completion and interpretation



Feel out the bubbles

What is he saying?
Thinking?

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What he is saying? or thinking?

ⓘ Start presenting to display the poll results on this slide.



“Olson Zaltman: Intro to ZMET.” YouTube, uploaded by Olson Zaltman, 9 June 2015,
<https://www.youtube.com/watch?v=RIUuIB5ciA>

1. Describe each picture
2. Triad task to identify common concepts and distinctions at a higher level
3. Sequence of probes: time, motion, documentary or movie creation
4. Summary collage



Technique 4 - Projective technique

Brand personality and values

If Brand becomes a
person? Animal?
Occupations? Cars?
Vegetables?



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If WIUT becomes an animal, what animal would it be?

① Start presenting to display the poll results on this slide.

The most popular type of research



- to gather customer insight into current or prospective products, services or ideas.
- used to develop or improve products or services.
- 6-10 people per focus group of common background
- questions asked of group participants should be based on the objectives of the project.

Sunsilk case

Why it is not selling?



Background

Sunsilk is a global hair care brand that helps young women (18-30) to stay on top of their everyday hectic lifestyle without feeling worried about their hair. Sunsilk makes hair products you will enjoy trying, exploring, using and discovering. Simple, vibrant, full of colour and scents, Sunsilk stands shoulder to shoulder with us every step of the way.

Large range of customized products for every hair type. Unique formulas co-created with specialist experts for each hair needs.

The brand entered Uzbekistan market couple of years ago but didn't have any strong support for growth. Eventually it was delisted due to the low performance. This year, Sunsilk did a second try at entering the market and as we understand, brand awareness is quite low now, since the brand is still considered to be new and not much was going on in terms of support yet. There was a brand TVC support since the beginning of March and it will last till the end of July. Then it will continue in September and August.

For the launch of the brand the team produced and placed some POS materials in trade to attract consumers.

The sales started with the pipeline and the team stocked the stores to the full in first 2 months, hence high Flow sales in Feb and Mar. However, Q2 shows that sales slowed down, and it is because the stocks are not decreasing at the stores as fast as the team expected. As a result, we see a strong decline of -38% in Q2 vs Q1.

The main problem, as we see it now, is low awareness, hence low off take from the shelves (Sales started on Feb,2019)

Research aims

- 1. To understand how consumers perceive product, price, place, promotion strategy of Sunsilk.**
- 2. To understand Sunsilk's perception**
- 3. Identify brand relevance and purchase intentions**
- 4. To explore potential problems, and solutions that will help the brand to grow.**
- 5. Identify main drawbacks of the launch strategy undertaken.**
- 6. Identify potential triggers and solutions that can help to accelerate the off take of the product in stores.**

Methodology

- **Methodology: Focus group interview**
- **Sample: 4 focus groups:**
 - 2 groups consisting of respondents that have tried Sunsilk and did not purchase again.
 - 2 groups consisting of respondents who have heard but did not try Sunsilk.
- **Coverage: Tashkent city**
- **Field work: July, 2019**
- **Target audience: Females aged 18-30.**



Protex case

Identify barriers and
consumer attitude



Background & Research Objectives

Consumption and penetration of soap is high in CACE countries. However Antibacterial concept is either weak or nonexistent in many of them. In the countries that AB Soap is sold competitor brands, mainly Safeguard, are leading the market. Protex is a strong equity in the countries where AB concept is developed and we want to extend its power to CACE countries. Uzbekistan is among the countries where AB concept is relevant and Safeguard is leading the market and we have to obtain leadership.

1

For Antibacterial Soap Usage to Understand;

- What Antibacterial means
- Category's emotional & functional needs
- Triggers and barriers to AB Soap usage
- Usage habits for AB: Occasions and reason whys, Usage style & frequency
- Brand preference reasons & Brand image of Protex and Safeguard
- Market opportunities

Sample Structure

4 FGDs

- A total of 4 FGDs, each with 6-7 respondents, were conducted in Tashkent city and each FGD lasted ~2 hours at Apr 28-29, 2014.

The profile of respondents:

All were women with kids (at least with one kid who is at 3-12 years old)
 25-40 y.o.
 ABC1 SEC: High-Mid income level
 All were the main decision maker and shopper for category
 Those who were responsible for brand decision



AB	Age	SES	Usership	Detail
1	25-40	ABC1	Antibac users	Antibac Safeguard users and Shower Gel users (PO, Nivea, Camay, Fa brands)
2	25-40	ABC1		Antibac Protex users and Shower Gel users (PO, Nivea, Camay, Fa brands)
3	25-40	ABC1	Non users of Anti Bacterial Soaps	Using Bar soap for hand, face and using Shower Gel for body (PO, Nivea, Camay, Fa brands)
4	36-45	ABC1		

The most popular type of research



- to gather customer insight into current or prospective products, services or ideas.
- used to develop or improve products or services.
- Mostly done face-to-face
- More with experts (high profile)

Ucell case

How to improve our
service for B2B
clients?



Ucell



How to improve our
service for B2B
clients?

- 1. Perception and definition of quality mobile connection.....9
- 2. Indicators and factors influencing on choice of mobile operators.....24
- 3. Usage and behavior.....36
- 4. Comparison of mobile operators.....5555.
 - Needs and wants of the B2B segments.....6363
- 6. Suggestions for Ucell.....70
- Conclusions.....74
- Appendix.....78

Research aims

1. Study behavior of each B2B segment
2. Identify needs and wants of each B2B segment
3. Identify key factors and indicators shaping B2B segments preferences towards choosing a mobile operator

- Methodology: In depth-interview (face-to-face)
- Quantity of respondents : 100
- Coverage: Tashkent, Angren, Djizak, Andijan, Namangan, Fergana, Samarqand, Bukhara, Termez, Karshi, Nukus.
- Field work: July-August, 2017.
- Target audience:
 - Segment 1: Persons making decisions in LLC, International enterprises with the number of employees starting 50 and higher.
 - Segment 2: Private entrepreneurs, with number of employees from 5 up to 50

- Introduce yourself
- Thank respondent for their time and valued opinions.
- Explain the research aims.
- Research **anonymity and confidentiality**.
- Stress there are no right or wrong answers – we are just interested in hearing own views and opinions.
- Inform about the time frame – approximate duration of interview/focus group.
- Tell about audio-recording and getting the consent: Being audio recorded for analysis purposes only.

Attributes that are important for the interviewer:

1. "Open-minded. Judgment or criticism can act as barriers to communication, so it is important to maintain openness during the interview process. If interviewees perceive that they are being judged or evaluated, then they are less likely to openly share their opinions. Any conclusions that need to be made can be written in a journal after the interview is over.
2. Flexible and responsive. Human interactions are complex and people's responses to questions are rarely predictable, so good interviewers can think on their feet, respond to challenges, and make sure that the core purpose is being served.
3. Patient. Allow the respondent to speak freely and open up at a pace that is personally comfortable.
4. Observant. Good interviewers are observant, picking up subtle cues such as facial expressions, body language, and tone of voice.
5. A good listener. A good listener is one who listens actively, using strategies such as:

1. Strategic brand management: Building, measuring and managing brand equity by Kevin Lane Keller (2013) Chapter 9
2. Lussier K., (2015). *Motivated or Manipulated? Ernest Dichter and David McClelland at Work* [Online].
Available at: <http://www7.bbk.ac.uk/hiddenpersuaders/blog/motivated-or-manipulated-ernest-dichter-and-david-mcclelland-at-work/>
3. “Olson Zaltman: Intro to ZMET.” YouTube, uploaded by Olson Zaltman, 9 June 2015, <https://www.youtube.com/watch?v=RIUu1B5ciA>

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brands

**Lecture 3 – Conducting qualitative
research**

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Part 2

What will we cover

Qualitative research step by step process:

1. Defining objectives
2. Gathering a list of targets
3. Developing a recruitment screener
4. Designing an interview guide
- 5. Fieldwork**
6. Reporting

Examples of qualitative studies

The most popular type of research



- to gather customer insight into current or prospective products, services or ideas.
- used to develop or improve products or services.
- 6-10 people per focus group of common background
- questions asked of group participants should be based on the objectives of the project.

Defining objectives

- Justify why focus group not other research types like survey, phone interview, diary, observation, home visit.
- Marketing mix – examining 4Ps
- Brand equity



Targets and Recruitment screener

Demographics

Age, gender, income, location, education, etc.

Usage frequency

How often do you consume/use
....?
(Reject the rare options)

Decision making

Who makes the decision about the purchase of
.....?
(Reject all except myself)

Purchase

Who is responsible for buying in your
family?
(Reject all except myself)

Brands

Which brands do you consume/use from time to time? What is your most
often used/consumed brands?

From general to specific:

- Introduction - Examining rapport
- Talking about what could be important to the target audience
- Talking about the category
- Talking about brands in general
- Talking about each brand Ad-ons:
- Testing the product
- Testing concepts
- Testing package
- Testing communication (TV ad)
- Asking for recommendations

From general to specific:

- Introduction - Examining rapport
- Talking about what could be important to the target audience
- Talking about the category
- Talking about brands in general
- Talking about each brand

• Introduction

- Moderator introduces herself and her company.
- Moderator explains the aim of research and the kind of help expected from participants
- Participants are asked permission for audio recording.
- Participant introduce himself/ herself
- Could you talk about yourself a bit?
- How would you describe yourself in 3 words?
- If I asked your parents to describe you in 3 words what would they say? And your friends?
- What are the things that you like to do in general? Do you have any hobbies/interests?

Designing the questions

- Practical demonstration of a sample focus group – please read the sample focus groups provided.

1) Focus group guide example 1 – Diaper category

Study objectives:

- To understand Uzbek diaper market better; the consumer, the category, needs and behavior
- To develop communication and marketing strategies to improve the market share and enable the brand a strong positioning

1) Focus group guide example 2 – Beverages

Study objectives:

- Understanding target groups' lifestyles, profiles and cold beverage consumption and purchase habits

Fieldwork – moderating focus group



“Moderating focus groups.” YouTube, uploaded by Richard Krueger, 28 July 2015, <https://www.youtube.com/watch?v=xjHZsEcSqwo>

Analyze data by coding

Report - practical demonstration – explain by words
(word clouds, pictures, tables, and graphs.

To create word clouds you can use - wordclouds.com
(classical version), Nvivo software or any other online
tools.

Ethics compliance:

- Introduce yourself
- Thank respondent for their time and valued opinions.
- Explain the research aims.
- Research **anonymity and confidentiality.**
- Stress there are no right or wrong answers – we are just interested in hearing own views and opinions.
- Inform about the time frame – approximate duration of interview/focus group.
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