

Who Else Wants a 'Best-in-Class' Market Research Department?



NEW



“ This report is well structured and the findings are fascinating and thought provoking. This is a ‘must have’ reference for every Market Research Manager and **a bargain at the price!** ”

John Markham
Director, Global Marketing Research
Nokia Mobile Phones

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22 Reasons why you MUST have this guide

- 1 It will help you to build a 'Best-in-Class' Market Research Department
- 2 It will help you to raise the profile of Market Research within your organisation
- 3 It gives a unique opportunity to learn from over 100 of the UK's top research buyers and professionals
- 4 It will tell you how to increase the value of your Market Research Department
- 5 It is packed with tips and tricks on implementing Best Practice
- 6 It will help you to gain more value from your Market Research budget
- 7 It will help you to increase the efficiency and effectiveness of your Market Research Department
- 8 It will help you to increase the value of every piece of research you undertake
- 9 It tells you how to create a champion for Market Research
- 10 It shows you how to improve your agency relationships
- 11 It guides you in optimising your resources
- 12 It will help you put forward a case for increased budget and resource
- 13 It will help you increase the volume of research your organisation commissions
- 14 It will help you manage projects more effectively
- 15 It will increase your productivity
- 16 It gives you advice on managing internal clients
- 17 It gives you advice on managing agencies
- 18 It will help you secure the future of your Market Research Department
- 19 It advises on setting priorities and allocating resources
- 20 It gives you the tools to carry out a best practice audit for your own department
- 21 It will allow you to Benchmark your department against a 'best in class' research department
- 22 It will allow you to monitor your improvements over time

FULL CONTENTS LISTED INSIDE

Ensuring the Status and Value of Research - Now and in the Future

Over the last decade, two common recurring themes have prevailed in the research industry. Firstly, it has become evident that research does not achieve the status it should and secondly, agencies should deliver greater business understanding and insight.

While there is a lot of good research practice, it has been observed that Market Research teams tend to stay in the corporate shadows and fight shy of high-profile business platforms. Against this backdrop, a leading Market Research Manager spearheaded a "Best-in-Class" initiative. Endorsement from AURA, and sponsorship from eleven leading blue-chip organisations, confirms the weight of industry importance given to this report. Input from over 100 organisations substantiates the significance of the debate.

This guide is a practical working document and to that end, provides key elements of best practice including an audit form and templates that can be used by any size of research department.

Features

- ▼ The first ever guide to best practice in market research management published in the UK
- ▼ Advice and best practice from over 100 of the UK's top research buyers
- ▼ Experience and wisdom of leading international companies
- ▼ Over 270 pages packed with useful hints and tips
- ▼ Includes detailed information on over 60 areas of best practice
- ▼ Researched and written by leading market research experts
- ▼ An easy to use, practical working document
- ▼ Free templates provided in electronic format - for your immediate, unlimited use, downloadable from our website.

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- ▼ Prudential
- ▼ The Royal Bank of Scotland
- ▼ Whitbread



Attention Agencies - 12 Reasons why you need this guide

- 1 It tells you what your clients/prospects expect from you as an agency
- 2 It gives profiles of budget, structure and responsibility on the client side
- 3 It will tell you how much research is commissioned and in what areas
- 4 It will give you valuable insight into your clients'/prospects' purchasing criteria
- 5 It will help you to establish and build long term relationships with your clients
- 6 It will help you to build more profitable relationships with your clients
- 7 It will help you to educate your clients in Market Research Best Practice
- 8 It will help you appreciate the internal challenges your clients face
- 9 It will give you an understanding of client side working practices
- 10 It will help you adapt to client side working practices
- 11 It will help you to improve your project management
- 12 It will help you build skills and professionalism

Foreword
Acknowledgements
How to use this Report
Executive Summary

PARTICIPANTS AND APPROACH

A PEN-PICTURE OF A "BEST-IN-CLASS" RESEARCH DEPARTMENT

BEST PRACTICE CHECKLIST

PROFILE OF RESPONDENTS

- ▼ Overview
- ▼ Job Titles of Respondents
- ▼ Areas of Responsibility
- ▼ Industry Sector, Turnover and Employees
- ▼ Reporting Responsibilities
- ▼ Champions of Research
- ▼ Staff and Structure
- ▼ Mix of Research Commissioned
- ▼ Budgets
- ▼ Staffing vs. Budget
- ▼ Status of Research Intranets

DETAILED FINDINGS

- ▼ **Departmental Positioning and Proactivity**
 - Mission Statements
 - Champion of Research
 - Proactive Dissemination of Research Findings
 - Research Plans

Timing Guidelines
Proactive Commissioning
Core Research Programme
Team Organisation
Internal Client Education
Early Identification of Research Needs
Application of Research Results

▼ **Building Skills and Professionalism**

Structured Training Programmes
Passing on Knowledge
Mentoring System
Agency Experience
Guide to Processes
Manual of Technical Issues

▼ **Working with New Agencies**

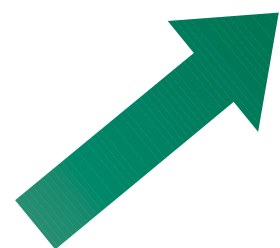
Reviewing the Agency Roster
Formal Agency Inductions
Guidelines on What is Expected from an Agency
What Agencies can Expect from Clients
Informal Briefing on Internal Politics and People

▼ **Managing Internal Clients**

Managing Internal Client Expectations
Initial Trawls of Existing Information
Tactful but Firm Approach
Advice Not to Undertake Research
Research Guide for Clients

▼ **The Brief**

Formal Documents to Initiate Projects
Who Will Use the Research, and For What
Assessing the Value of Research
Agency Brief with Sign Off by Internal Client
Early Warnings to Agencies
Formal Templates for the Brief



“ We’ve found the report extremely useful and consequently are reluctant to let our copy out of our sight! I’d like to order two more copies. ”

Andrea Burton,
London Transport

▼ **Proposals and Project Initiation**

- Formal Proposal Evaluation Procedures
- Feedback to Unsuccessful Agencies
- Joint Briefing Meetings
- Availability of Previous Results

▼ **Project Management and Agency Support**

- First Class Support to Agencies
- Provision of Customer Lists
- Provision of Project/Stimulus Material
- Management of Inter-Country Politics
- Ready Access to the Internal Client
- Project Management System
- Pilots for Quantitative Research
- Attendance at Focus Groups
- Attendance at Quantitative Fieldwork

▼ **Analysis, Presentation and Adding Value**

- Working Closely with Agencies Early in the Analysis Stage
- Inform Agencies of Relevant Internal Issues
- Management of the Final Debrief
- Review of Final Presentation
- Review of the Written Report
- Additional In-House Analysis

▼ **Monitoring Performance**

- Internal Client Reviews
- Agency Performance Reviews
- Feedback to the Agency
- Feedback from the Agency

▼ **Ensuring Research is Used**

- Monitoring Actions Leading From Research
- Research Summaries
- Reporting on the Value of Market Research to the Business
- Being Targeted on the Contribution of Market Research

▼ **Departmental Libraries and Intranets**

- Central Library
- Accessing Information on Behalf of Internal Clients
- Electronic Storage

▼ **Selling the Market Research Message**

- Branding of Research Outputs
- Contribution to Internal Staff Communications
- Presentation at Senior Level
- Reference Materials
- Contribution to Internal Discussions and Presentations
- Conferences, Articles and Events

IMPLICATIONS FOR AGENCIES

- ▼ Establishing and Building the Relationship
- ▼ Skills and Professionalism
- ▼ Project Management
- ▼ Feedback

APPENDICES

- A Questionnaire
- B Best Practice Audit Form
- C Guide to Market Research
- D Market Research Department Manual
- E Internal Brief
- F Agency Brief
- G Internal Client Project Assessment Form
- H Post Project Agency Assessment Form
- I Annual Agency Assessment Form
- J Market Research Department Assessment Form

“ The Best Practice Guide to Market Research Management has helped us to learn not just from our own shared experiences, but to draw on and incorporate ideas from market research buyers across the industry. ”

Maryan Broadbent,
Head of Customer & Market Insight,
The Royal Bank of Scotland.

MORE INFORMATION OVER LEAF

Who should read this report?

This report is designed to give advice and guidance to any size of research department, from the largest multi-national company to the smallest single person department.

- ▼ Market research managers and professionals
- ▼ Market research executives - in agencies and client side
- ▼ Marketing directors and managers
- ▼ Public sector researchers
- ▼ Management and marketing consultants
- ▼ Marketing and research students
- ▼ Business/MBA students
- ▼ Business teachers/tutors
- ▼ Anyone wishing to adopt best-in-class market research practices

“ This important new study of best practice client side research departments should be at the top of every department's reading list. ”

Bob Cervi,
Editor, Research Magazine, October 2000.

Packed with useful tips throughout

Best Practice highlighted for every aspect of Market Research

ENTREPRENEUR RESEARCH IN USED 165

There are some indications that, despite the issues surrounding how value and contribution are measured, some managers would welcome the concept of being regarded as making a valuable contribution to their business.

“I wish that we were...”

Despite the positive views mentioned above, a significant minority of managers consider that they are unlikely to be targeted and measured on the value and contribution that managers have a fear of being measured on the basis of their contribution. Yet it is only through raising the debate, better recognition of their role and disseminating the delivery of value, that research departments will rise into the forefront of business.

BEST PRACTICE

It is Best Practice to target and measure the performance of market research departments based on their contribution and value to the business. Researchers should be encouraged to approach on the basis of this to prove their value. The result for the status of their departments can only be positive.

Table 6.11

Table of Results for Ensuring Research is Used

	Directly to users	Directly to the business	Indirectly to the business	Not used	Not measured	Not tracked	Not reported	Not used	Not tracked	Not reported
We monitor whether research results and recommendations are achieved	31	110	1	32	4	17	4	1		
We produce summaries of all research projects and disseminate these across the business	58	5	12	1	30	7	2			
We formally report on the value/contribution market research is making to the business	15	2	1	13	2	41	22	4		
We are targeted and measured on the value/contribution market research is making to the business	21	6	0	3	4	19	38	0		

NR percentages add across the table to 100%

Summary data giving main facts at a glance

Best Practice Audit

BEST PRACTICE AUDIT

Departmental Positioning and Proactivity

Mission Statement	Always	Consider	Adopt	N/A
A Research "Champion"				
Proactive Dissemination of Findings				
Development of Research Plans in Partnership with Internal Clients				
Provision of Timely Guidelines to Internal Clients				
Commission Research Proactively				
Clear Research Programme				
Team Organisation				
Internal Client Education				
Early Identification of Research Needs				
Application of Research Results				

Building Skills and Professionalism

Structural Training Programme	Always	Consider	Adopt	N/A
Passing on Knowledge				
Mentoring System				
Agency Experience				
Documentation of Processes and Techniques				

Working with New Agencies

Reviewing the Agency Reader	Always	Consider	Adopt	N/A
Formal Agency Inductions				
Guidelines on What is Expected from an Agency				
What Agencies can Expect from Clients				
Internal Briefing on Internal Policies and People				

4.6 CHAMPIONS OF RESEARCH

There is a champion of research in 90% of companies. Whether it is just one person, or shared, is shown below:

Figure 4.2

Category of Champion	%
Head of Market Research	56
Marketing Director/Other Director/Chief of Customer Information	26
Regional Director/Head of Department/and some senior personnel	10
No-one	10

For the 10% where there was no champion, it was expected that those would be in situations where research was part of another function or where budgets were low. In fact, in most cases there were managers of departments of departments of departments that budgets ranging from £250k to £1m. As will be highlighted elsewhere in the report, this demonstrates that market research is not always being promoted in the way it might.

4.7 STAFF AND STRUCTURE

Staff structures will clearly vary with size and type of organisation, and with the size of the budget. Typical sizes of departments in relation to size of research budget and to company size are shown below:

Research Budget

Company Turnover

Figure 4.4

Figure 4.5

Charts and tables clearly illustrating findings on a subject by subject basis

Key messages for every area of Best Practice

Extracts highlighting major issues for consideration

Quotes and advice from top UK researchers

5.10.3 Reporting on the Value Of Market Research to the Business

Key Message

Although few research functions currently report on the value or contribution that research is making to the business, this is felt to be a valuable initiative in bringing research into the centre stage of the business, and changing attitudes from research being a cost to being an investment.

OSB 10 We formally report on the value/contribution market research is making to the business

Figure 5.9

Very few research functions formally report the value of market research, but two thirds of those who don't do it "like the idea."

Most Research Managers find it difficult to put a value on their research

The formal production of a report on the value or contribution of market research is not strongly determined by size or type of organisation or research function. Company culture or personal management style generally has more influence on this. There is some indication that single person functions are more positive about the idea of putting a value on market research. This is possibly in order to increase the perceptions of their own value to the organisation, and to reduce feelings of insecurity as isolated individuals.

Many Research Managers find it difficult to generate a "value" for research - although of course they believe, and they perceive their internal clients to believe, that there is a value to it.

“How do you gauge the 'value' of market research?”

Views of the Market Research Department

Views of the Market Research Department	Answer/Comment
Did the market research department meet your expectations on these issues:	
Initial discussions and guidance on the research	
Suggestions on how to tackle the project	
Making use of previous research	
Quality of the internal brief	
Quality of the agency brief	
Recommendation of the agency used	
Management of the briefing meeting	
Keeping you updated on the progress of the project	
Being available to handle queries during the project	
Solving any problems arising	
Adding value to the project at presentation phase	
Quality of report if provided in-house	
Level of interest and enthusiasm displayed in the project	
Proactive involvement	
Making sufficient time available for the project	
Explanation of methodology	
Providing a timetable for the project	

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The Guide to Best Practice in Market Research Management
October 2000
ISBN 0-9539469-0-8
£395.00



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