15.821 Listening to the customer

- Learn how to get quick customer input, skipping the market research middleman
- Apply qualitative methods (focus groups, interviews)
- Do a Voice of the Customer project
- For everyone (marketing, product development, consulting..)
15.822 Strategic Market Measurement

- Learn how to create, interpret and analyze a market research survey
- Emphasis on market structure and segmentation
- Hands-on conjoint and cluster analysis
- For consulting, market research careers
Understanding the customer requires...

- a complete inventory of needs/benefits
- a sense of overall structure and organization

15.821 Listening to the Customer

- a sense of what's general to the market and what's special to some segments
- a sense of relative importance

15.822 Strategic Market Measurement
Voice of the Customer Assumptions

• Customers live in a different world, speak a different language….

• Customers can express needs, not solutions

• The ‘pool’ of needs is finite

• Needs can be grouped into strategic ‘bundles’ which drive competition
The VOCALYST® Process

Individual Interviews → Audio & Video Recording → Transcription

~100 Cards → Editing → 1000's of phrases

Card Sorts → Data Analysis → Structure of customer needs
Voice of the Customer Class Project

- Pick group (3-5)
- Select topic and objective
- Prepare interview discussion guide, starting with a discussion of photos and images (like ZMAT)
- Conduct, tape and transcribe interviews
- Highlight “voices” = opinions, reasons, solutions
- Infer underlying needs, benefits and requirements
- Structure needs into a hierarchy (“affinity diagram”)
- Develop a concept that meets some of the key needs
- Write the report
What’s a good topic?
===> fits the GUIDE acronym!

- **Generate** (… customer needs in connection with a product or service)
- **Understand** (.. the customer’s point of view about an issue or problem)
- **Identify** (…areas where current product performance falls short)
- **Describe** (… the decision process of a certain type of customer)
- **Explore** (… the customer’s perceptions of a company, or product)
| Case Boston Beer | Interviews CBE Exercise | Select topic discussion guide |
| Vocalist, Bob Klein | Focus G BFD Case | Conduct interviews |
| Mr. Big (Jim Ferry) | Observa-tional methods | Transcribe int. Select “voices” |
| Christina Hepner Brodie | Scrubbing Exercise | Scrub voices create affinity d. |
| Idea Generation | Psychol. of Pricing | Generate concept |
| No class | Presentations | Write report |