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# Market Segmentation, Qualitative Research and Conversations Across the Garden Wall

*Market Research Valedictory Lecture*

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Leeds Business School and Lawrence F Bailey And Associates



02 May 2011



## WHAT KIND OF QUALITATIVE RESEARCH IS ON OFFER?

*"The worlds of academia and business are ... as far  
apart as two planets in different galaxies"*

- Wendy Gordon (1999)



## Qualitative research is not exclusive to the market research industry

- 'Classic' qualitative market research emerges from 'motivational' research of the 1960s
  - an 'applied' version of techniques from psychotherapy and social psychology



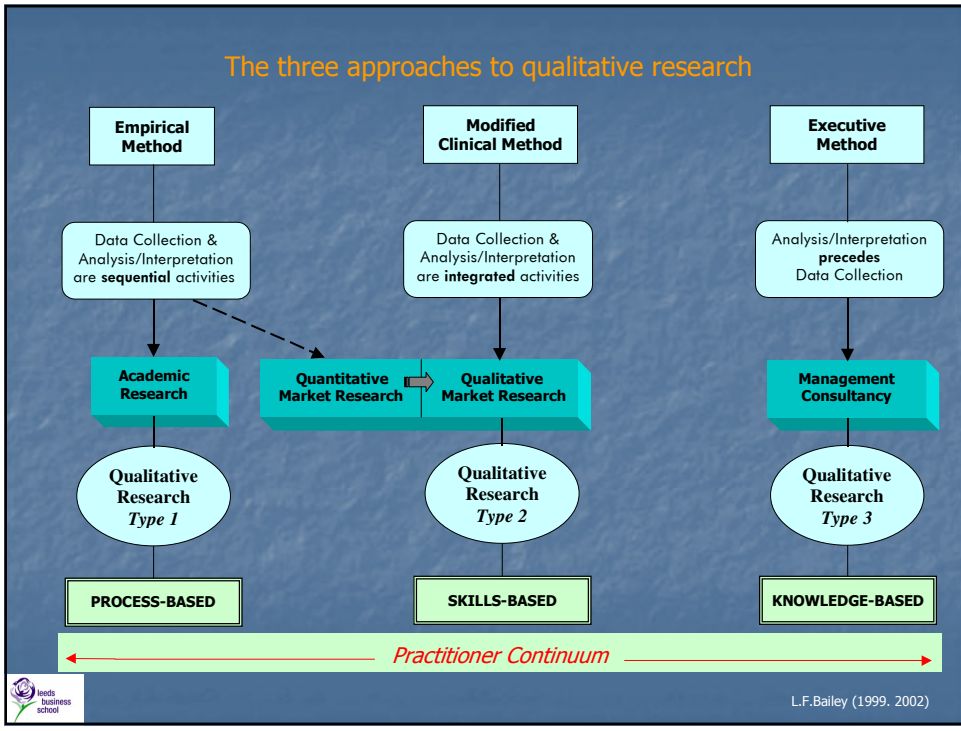
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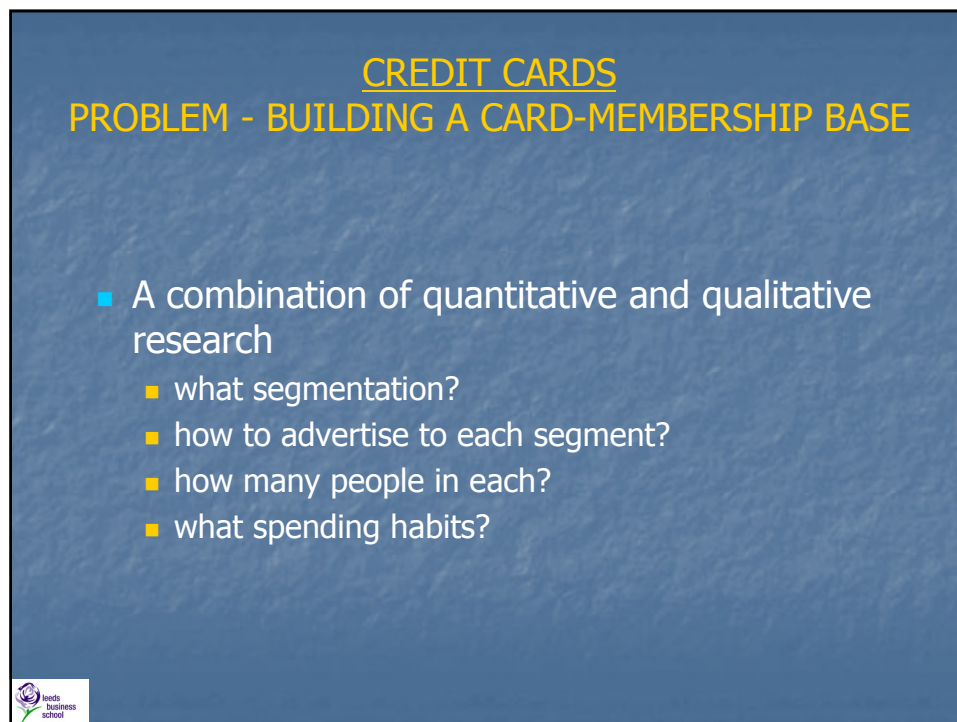
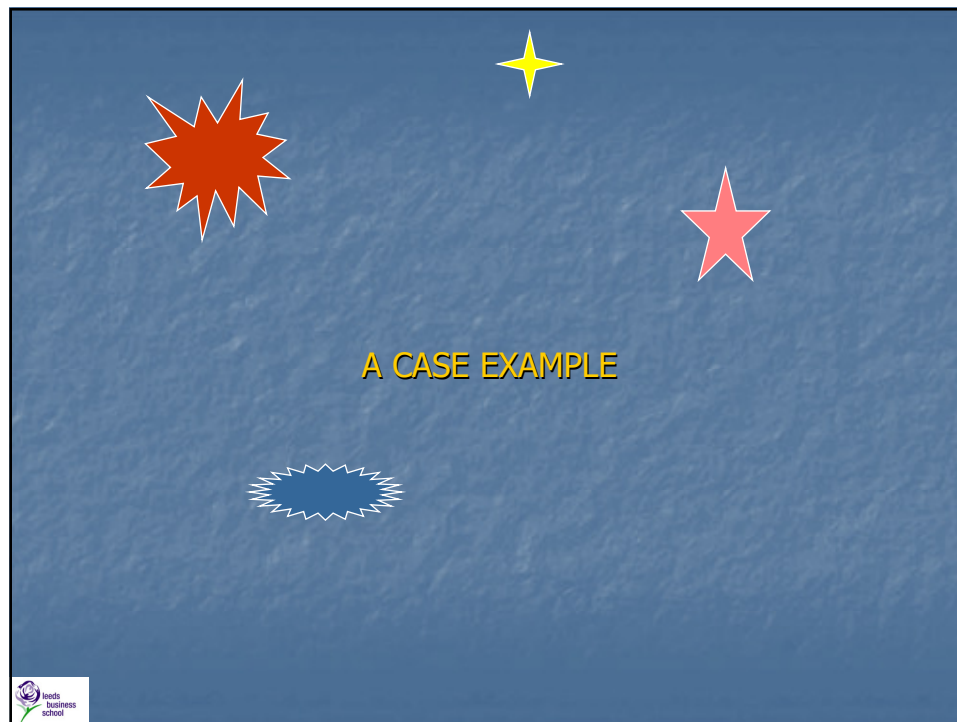
- 'Classic' qualitative market research emerges from 'motivational' research of the 1960s
- Academic researchers increasingly value qualitative methods from 1991
  - report to B.P.S. Scientific Affairs Board



### Qualitative research is not exclusive to the market research industry

- 'Classic' qualitative market research emerges from 'motivational' research of the 1960s
- Academic researchers increasingly value qualitative methods from 1991
- Management and marketing consultants claim qualitative methods in late '90s





## FINDINGS FROM QUALITATIVE RESEARCH

### A Psychographic Segmentation



- Message: "It's new"
- Motive: Add it to your collection
- Payoff: More is better



CARD  
NATURALS

CARD  
SCEPTICS

- Message: "Here are ten good reasons"
- Motive: Get something you need
- Payoff: Wise, objective advantages




CARD  
NATURALS

CARD  
SCEPTICS

STATUS  
CLIMBERS

- Message: "Have you made it??!"
- Motive: Get this card to prove it
- Payoff: Feel important



A Venn diagram consisting of four overlapping teal circles arranged in a cross pattern. The top circle is labeled 'CARD NATURALS', the bottom circle is 'CARD SCEPTICS', the left circle is 'STATUS RESTERS', and the right circle is 'STATUS CLIMBERS'. The circles overlap in the center and at the intersections between adjacent circles.

- Message: "Relax - you've made it!"
- Motive: Award yourself this card
- Payoff: Doing the right thing

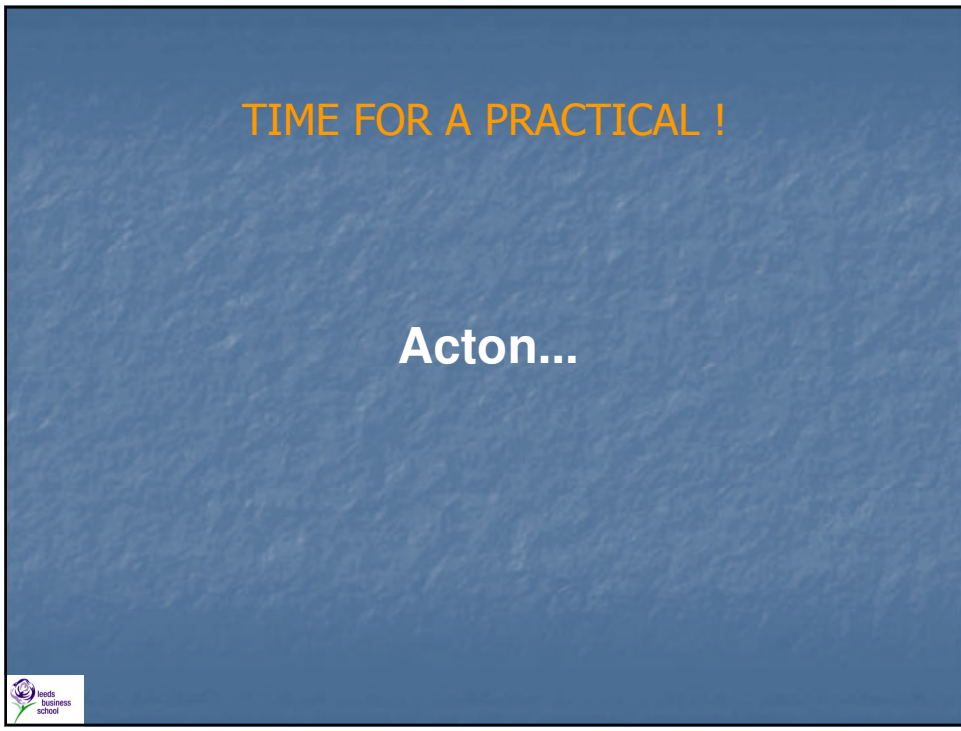
Leeds business school

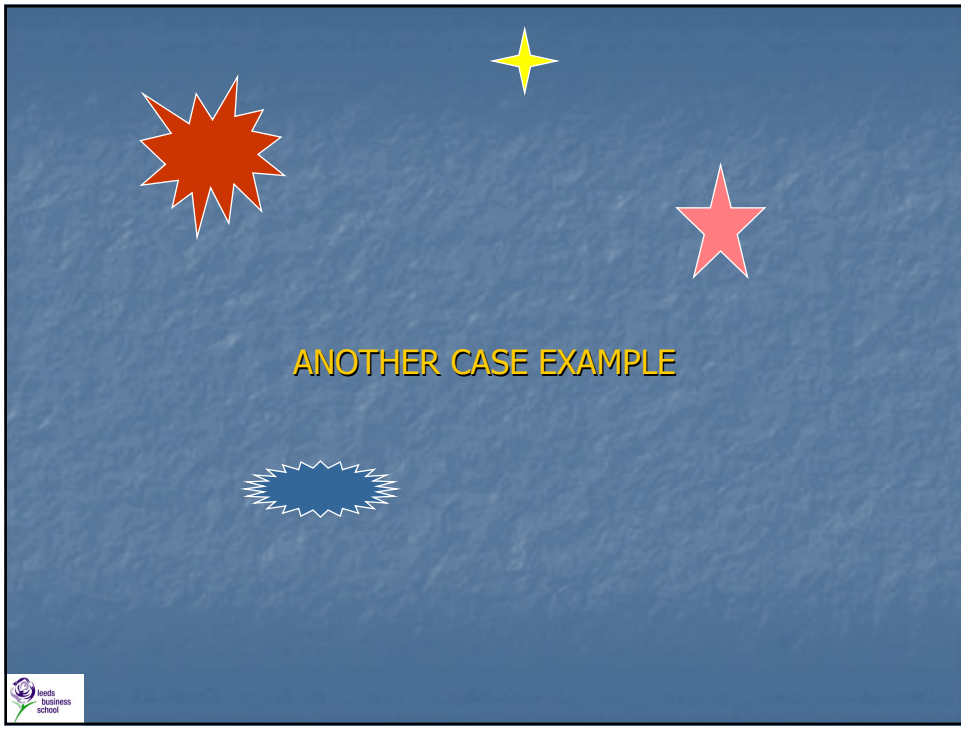
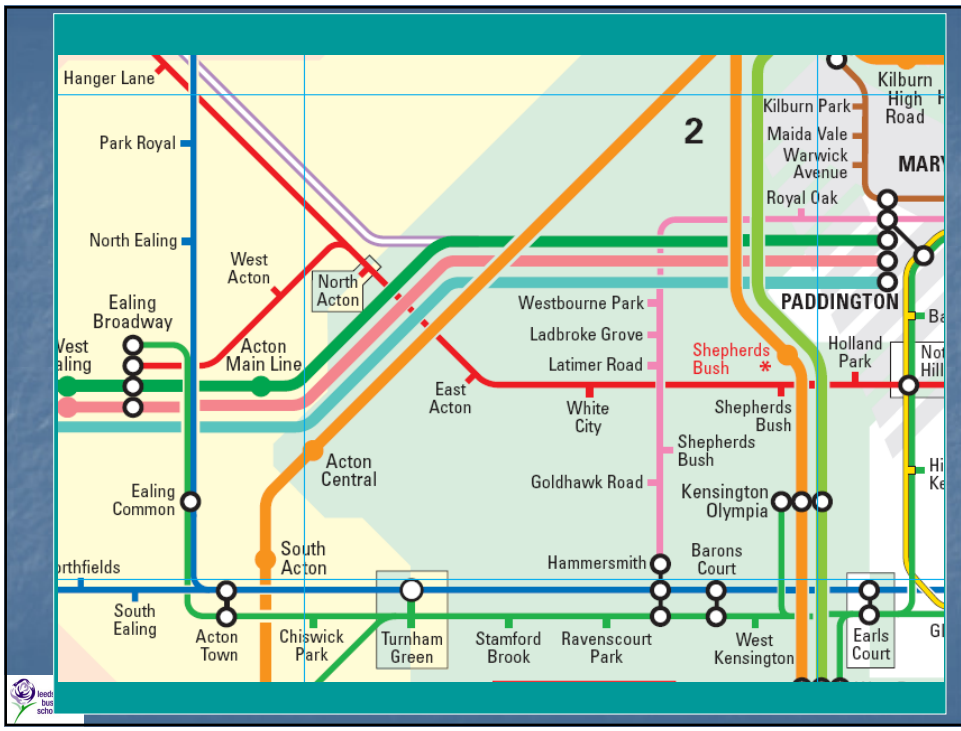
A Venn diagram identical to the one above, but with the text 'MORALITY TESTERS' written across the central intersection of the four circles in a stylized, orange font.

- Message: "We won't lead you astray"
- Motive: 'Ne'er borrower nor lender be'
- Payoff: Confirming control

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## DIGITAL RADIO

*- SOMETHING COMPLETELY DIFFERENT*



## DIGITAL RADIO: product features

- Provides 'CD quality' sound and perfect reception
- Delivers more stations and automated selection
- Provides information linked to the programme
- Can offer extensive links to back-up information



INTEREST IN DIGITAL RADIO FEATURES - SURVEY FINDINGS

- % very/fairly interested (1996)

|  |    |
|--|----|
| Preset buttons which tune themselves automatically                   | 91 |
| Perfect reception through a small aerial which never needs adjusting | 90 |
| Sound reception of near-CD quality                                   | 89 |

Sample: 1018 radio listeners

Source: BBC / BMRB International



MOST IMPORTANT FEATURES DIGITAL RADIO COULD OFFER - SURVEY FINDINGS

- % (1997)

|                      |    |
|----------------------|----|
| Sound Quality        | 65 |
| Information services | 19 |
| New stations         | 13 |

Sample: 520 adults (TGI)

Source: BBC / BMRB International

CONCLUSION:  
"Sound/reception quality is by far the most important driver"





UNDERSTANDING LISTENERS  
- in order to package the right benefits

A SERIES OF QUALITATIVE RESEARCH  
PROJECTS PROVIDES A *PSYCHOGRAPHIC*  
SEGMENTATION



## 1. EXPLORERS



- Inquisitive and confident
- Want easy switching
- Enjoy searching by programme-type





## 2. SCHEDULERS



- Like to program a pattern of listening
- Know what they want, regardless of station
- May be habit-bound
- Don't want to miss a favourite programme



## 3. FEARFUL TUNERS



- Fear that re-tuning means losing your station
- Need equipment that *looks* simple
- Value feedback that the right station has been found



#### 4. WALLPAPER LISTENERS



- Leave one station on all day
- Find radio comforting...
- ...like a flickering coal fire



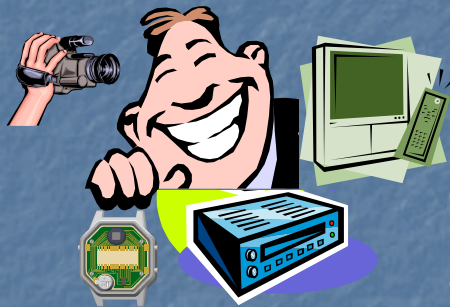
#### 5. STATION LOYALISTS



- Leave one station on all day
- Mentally 'tune in' when a favourite programme is broadcast
- Like a reliable style for their favourite station



## 6. TECHNO-RECEPTIVES



- Own lots of domestic technology
- Tend to be male, often very extravert
- Want a battery of new facilities

*... and one more, very odd category ...*



## 7. SOUND-SYSTEM WARRIORS



- Appear to be exclusively male, 17-25
- Intensely competitive
- Want peer-group approval
- The 'best' audio gadgetery and performance wins



PACKAGING DIGITAL RADIO BENEFITS FOR MAXIMUM APPEAL

| Listener Type       | More Stations | More 'Data' | PC Connect | Auto Tuning | Sound Quality |
|---------------------|---------------|-------------|------------|-------------|---------------|
| Schedulers          | ☺             | ☺           |            |             | +             |
| Explorers           | ☺             | ☺           |            | +           | +             |
| Fearful Tuners      |               |             |            | ☺           | +             |
| Wallpaper Listeners | +             |             |            | +           | +             |
| Techno-receptives   | +             | ☺           | ☺          |             | ☺             |

☺ = best purchase 'triggers'    + = additional post-purchase reward

DELIVERING TOP-QUALITY QUALITATIVE MARKET RESEARCH

So...

How do we, on both sides of the garden wall, ensure that this is done?





## DELIVERING TOP-QUALITY QUALITATIVE MARKET RESEARCH: The challenge on the academic side

- Can we *train* as well as *teach* ?
- Can we teach *interpretation* as well as *process* ?
  - It may require cross faculty co-operation...



## DELIVERING TOP-QUALITY QUALITATIVE MARKET RESEARCH: The challenge on the research agency side

- Can we achieve a real partnership with our clients?
  - Researcher skills + Client knowledge = Better Marketing
- Can we defend our professional standing?
  - Beware the dreadful Survey Monkey...
  - Where is the Market Research Society?





See also:

Bailey, L.F. (2002) Decision Resource Consultancy: a convergence of disciplines that aid consumer marketing, *Journal of Consumer Behaviour*, vol.1, 4, pp. 400-406.

The lecture available at:

<http://www.youtube.com/watch?v=WdQREwSRu7g>

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THE END