UK

Assessing tolerances for rail service alterations

Business Issue

The client required primary research to assess passenger preferences and tolerances for service alterations during blockades for infrastructure projects. The overall aims of the project were:

- To create a robust passenger evidence-base to inform decisions about the delivery of future infrastructure works including passenger preferences and ranges of tolerance for different models of service alteration, blockade durations, disruption patterns and travel alternatives.
- Inform the development of communications with passengers about service alterations ahead of and during infrastructure works.

Our Solution

A quantitative survey with a GB nationally representative sample of N=3000 was conducted amongst current rail users who intended to travel by rail in the future.

A conjoint exercise was used to explore frequent rail user preferences for different models of service alteration during engineering works. Using a conjoint approach made it possible to examine people's preferences for different models of service alteration when considering a number of different factors at once. Factors included in the conjoint design were Frequency, Timing, Duration, Journey time, Type of replacement services and Amenities.

Respondents were provided with a specific scenario and asked to select the service alteration hey preferred the most from the options present to them.

Impact

The resulting simulation model allowed the client to test different service alternations to understand the most preferred scenarios, overall, and across key groups.

Preference was divided regarding the length of closure with frequent rail traveller preferring multiple short closures rather and leisure traveller preferring a single 21 day closure. The impact of longer rail closures could be mitigated with a faster train replacement service, while strongly preferring a rail replacement than a bus replacement service. More frequent 2-day weekend closures were more preferred than less frequent 3-day closures

UK

Influence of Price on respondent Willingness to Pay

Business Issue

Official statistics are often quoted by statistical producers and users as uniquely valuable and essential for evidence-based decision-making, for political accountability and for democracy. Producers and investors into official statistics are eager to understand the impact of their outputs to meet user needs and to have further insight into the public perception of the value that official statistics.

The client wanted to commission research to understand if respondents are influenced by different price ranges offered to them.

Our Solution

Using a robust representative sample of the general public and online split sample design was set up with N=900 in each sample. Both samples went through a conjoint experiment to enable the client to elicit willingness to pay estimates for different statistics. A conjoint design was set up to describe different functionality that could be offered on a statistical website relating to Access to articles, Ability to download data, Use of adverts, and Breadth of access to data. Price was also included in the conjoint design, however, the price range tested differed between the split samples.

Willingness to Pay (WTP) analysis was conducted separately for each group to calculate a WTP value for each of the individual levels tested within the design and these were compared to test whether the difference in price range shown had a material effect on what people were WTP for certain features

Impact

The results showed that the two groups appears to exhibit different WTP. Across all features tested the WTP was typically 70-80% higher in the group where the range of prices shown to respondents were higher. Statistical testing further showed that the results were significantly different from one another.

More generally, respondents that were more likely to pay for statistical data were: Younger, have a greater familiarity with data and are more technical users or analysts using data in their jobs.

UK

Optimising the room layout for a hotel

Business Issue

The client is a leading brand in the budget hotel market,. To stay ahead, they need to refresh their standard room. In the past, this had been planned solely with a design agency and customer feedback sought in latter stages, with insight not having been as entrenched within their strategy planning.

There is now a requirements to base their research by being customer insight led.

Our Solution

The techniques used in this program were wide-ranging from looking at trends & futures, semiotic excursions through to completing customer journey interviews. These all fed into a workshop which were used to generate ideas for potential room features.

A list of 20 overarching themes were selected to go into a conjoint experiment, which was conducted as part of a quant study of N=1000. Respondents evaluated different room configurations to understand which features should be prioritised and include in their rooms

Impact

The immediate action is that the resulting work formed the basis for the design brief for the new room. Discussions with the design agency have taken place and prototype rooms will be created based on the insights from the research with the new rooms to be launched later in the year

“In a historically very quant-focused organisation whereby insight has been used to validate, it’s been really encouraging that stakeholders have engaged with all the qualitative and quantitative insights, and that these have been delivered effectively, and sufficiently early in the development process, to truly drive change” **– Insight Manager, Client**

UK

Creating a new class of train carriage

Business Issue

Our client, who took over a rail franchise have a commitment to introduce an additional class of travel that would sit between Standard and First. The goals is to improve customer experience, operational efficiencies and generate additional revenue for the franchise.

Customer insight was needed to inform what the new travel class would look like as a three tiered travel service is a new concept to UK railways and the client needed to know how current, and potential customers would respond to the offer.

Our Solution

A multi phase project was designed looking at customer needs and then designing and testing the ideal “three class” proposition with consumers. A conjoint methodology was used to trade off which features people wanted in each class vs. what they would pay for it and enabled the client to put together the ideal combinations of features, and pricing for each class.

Respondents went through one of three conjoints, where each conjoint had a different scenario (based on length of journey). Costs to provide the different features were also incorporated into the conjoint simulation tool to enable the client to calculate return on investment for different service features.

Impact

The additional class was initially trialled on some services and indications of demand from customers are very positive and in line with the research that was conducted. When fully launched iit had wide-spread praise from customers and in the media.

> “You were able to make complicated analytics into something digestible and usable. The research was clear and simply explained” **– Insight Manager, Client**

UK

Calculating the effect of COVID-19 on elective care waiting lists

Business Issue

As the client planned for the challenges of services once the immediate impact of the COVID-19 pandemic on hospitals receded, the recovery of elective care services was a key focus.

Research was needed to understand what lasting impact the pandemic might have on patient and clinician behaviours in relation to elective care, and whether these in turn change the shape of service demand.

Our Solution

Working with third party consultants, the research comprised a literature review, qualitative research and a quantitative survey, which comprised of a conjoint methodology with 5 target audiences, who represent key decision points on the elective care pathway.

The conjoint modelling would be used to build a model of the covid-19 factors that would impact on patient behaviours around coming forward for care, accepting a hospital referral, accepting recommended treatment, GP behaviours and secondary care behaviours.

Separate conjoint experiments were set up around 3 key target area, which were: Cardiology, Endoscopy and Orthopaedics.

Impact

Using a conjoint approach, the multiple conjoint models were developed and linked together, based on the different decision points, to enable the client to understand patient flows given specific circumstances at a given point in time.

The output from this research was used as inputs into the third party company who were developing a wider model that included supply side factors.

Ipsos

Multi-country

Measure the effect on improving privacy on websites

Business Issue

The digital advertising ecosystem is conducting a significant overhaul to deliver a more private web than ever before. The client wants to help their business partners on this journey, by showing how ethical usage of first party data can give them a competitive advantage, while at the same time respect the privacy of their customers.

Our Solution

A global study, using an experimental conjoint design was developed to model and map claimed versus actual behaviours related to digital advertising and privacy controls.

Digital environments were mocked up based on the conjoint design, and participants were presented with privacy-related scenarios relating to advertising across multiple product categories, within a controlled environment.

Metrics to understand emotional reaction, impact on perceived relevance, effect on behaviour (likely action) as well as impact on brand were captured.

Impact

From the conjoint analysis c.70,000 potential privacy scenarios were simulated, breaking each scenario down and isolating the effect of each features tested in the design, to identify those most likely to evoke positive response.

The results helped the client observe patterns in user behaviour and understand the triggers behind consumer choices. Due to the success of the initial analysis, the conjoint study has now been repeated in over 15 markets worldwide.

Award: Best International Media Research Project – Privacy by Design: data ethics and effectiveness

US, France, Brazil

Solutions to monetize business platform

Business Issue

The client wanted to better understand the best solution for monetising their business platform in the US, France and Brazil.

In order to drive future growth and success they wanted to assess the value of the Core product and Add-ons offered by looking at take-up at different price points and the price sensitivity of features offered.

Our Solution

A qualitative and quantitative research program was developed to inform the clients pricing and packaging strategy. The quantitative analysis included Menu-Based Conjoint (MBC); MaxDiff; Gabor-Granger (GG) and Price Sensitivity Meter (PSM).

Using MBC, the relative attractiveness of having a Core + Add-ons model versus a standard package was evaluated and to determine if users were willingness to pay for multiple add-ons.

MaxDiff was included to identify further features that could potentially be included as future add-ons, with GG and PSM used to understand potential pricing of these features.

Impact

The result of the extensive analysis was a dynamic forecasting tool to enable the client to determine the take-up of their core product and the potential revenue obtained by understanding the price sensitivity of different add-ons.

> “High quality work both qual and quant. Enjoyed working closely with <the team>” **– Client**

Multi-country

Assessing the demand and optimal pricing for sport OTT service

Business Issue

The client currently only offers a single multi-sport pass, meaning anybody who is registered can see all events from a variety of sports. In addition to understanding the price sensitivity of the current sports pass, research is needed to understand the potential for splitting out sports as a separate payment structure on the client platform.

A key objective for the research was to evaluate the demand and optimal price for a single sport pass for key sports e.g. Tennis, cycling, etc. and whether this would cannibalise the current multi-sport pass or complement it.

Our Solution

A nationally representative 10-market quantitative study was set up in the key client markets, each with N=1000 respondents to assess the demand and price sensitivity of the multi and individual sport passes. Respondents had to have an interest in sport and a current user to would consider subscribing to a sport OTT service.

A Menu Based Choice (MBC) Conjoint was developed to answer the complexities of consumers being able to choose multiple options and to understand cannibalisation between products. Two variants of the multi-sport pass and 5 individual sport passes (sports varied by market) were included in the design and pricing of the sport passes was varied to understand the demand and sensitivity and different price points.

Impact

The results showed that a one-size-fits-all approach would not work across the different markets and the proposition would need to be tailored.

While there was merit in introducing individual sport passes the multi-sport pass proved to be the most preferable package though preference for the standard or premium multi-sport pass varied by country.

US

Optimising an online tax filing product

Business Issue

The client currently offers an online tax service for consumers that file their own federal taxes. In order to increase market penetration that wanted to commission research to better understand how they could optimise their product through understanding the price sensitivity of the optional add-ons that are offered with their product.

Our Solution

A quantitative study using a nationally representative sample of N=4000 respondents who currently use an online system for preparing and filing their taxes was conducted to assess the demand and price sensitivity of different online tax products.

An innovative dual Conjoint and Menu Based Choice methodology was developed to overcome the complexities of consumers being able to select between core product offerings, then be able to select multiple optional extras to that core product chosen. The optional add-ons were tested at multiple price levels and the availability of add-ons was also changed to understand the implication of offering a subset of add-ons only.

Additional behavioural analysis was included in the modelling to provide a realistic estimate of demand for the core product and optional add-ons.

Impact

Using the dynamic simulation tool the client was able to better understand which of the add-ons provided the best increase in potential share in a competitive environment. Optimisation analysis was used to further optimise the pricing of add-ons to determine the best combination of prices across the core product and add-ons to generate the highest revenue.

US

Driving a step change in online transactions

Business Issue

The client has an online shopping platform and there is a need to investigate which types of pricing mechanisms and other factors resonate best with consumers when they are purchasing goods online. The objectives of the research were to:

1) Identify and estimate the importance of factors that drive price elasticity/ price sensitivity
2) Determine how to present price and price-related data

Our Solution

A large-scale research programmed was developed to cover 17 different shopping experiences across Women's clothing, Men's clothing, Homeware and Beauty. A sample of N=500 went through one of the 17 experiences via a conjoint methodology. Factors tested in the shopping experiences included Brand, Item availability, Price guarantee, Review rating, Shipping information, Postage costs, Payment option and several other factors.

Respondents were showing multiple options on screen and asked to select the items that they would most likely purchase given the factors shown to them and would repeat the exercise over several screens with different factors appearing.

Impact

The results showed that Product reviews, where the item was manufactured and shipped from and Price were the most important factors when purchasing an item. The research showed that some factors that were initially thought to be important such as delivery time were among the least important considerations.

The client was able to take the simulation results and optimise the messaging and layout on their online shopping platform.

UK

Optimising haircare pack price architecture

Business Issue

A business need has been identified for price optimisation of the clients shampoo range as part of a revenue growth management initiative.

The current Pack/Price architecture required a review and update across the range, specifically to explore:

- The impact of potential price increases
- The scope to retain a price differential for added benefit lines
- The opportunity for alternative pack sizes bottles to hit key price points

Our Solution

A quantitative study was conducted using a sample of N= 3,000 18–65 year-old women who have purchased shampoo in the past 12 months and are frequent shampoo users.

Identifying a relevant set of products to show respondents is key when working in a category with many products. Respondents first selected their preferred hair products from a master list based on their hair colour or hair needs. These products were then presented in a SKY/Price conjoint where respondents expressed preferences by choosing a product among different options. By engaging participants in a way that closely mimics the decisions real people make, we gather better information and can build stronger recommendations that drive real-world innovation.

Impact

An Excel-based Simulator was built based on the conjoint outputs, allowing the share of all products to be modelled according to specific price and pack parameters. Using the Simulator the research showed that:

- Current products were relatively inelastic to price and could sustain an increase in price with limited unit share impact and a positive value share outcome
- The premium tier products and larger pack size products are more elastic and price increases will have a detrimental impact on both unit and value share for the line

The findings were used to inform pricing decisions and provide compelling trade stories to successfully activate the strategy in market.

UK

Value placed on arts and cultural institutions

Business Issue

Pre-existing willingness to pay (WTP) values have already been estimated for visitors and non-visitors at a museum in York.

A major improvement to both the building structure, exhibition space, entrance hall and internal facilities at a was planned and WTP values are needed to predict how a change in service provision affects actual likelihood to (re)visit the museum and to understand the public value of the specific proposed improvements to the service offering at the institution.

Our Solution

An online survey of adults aged 16+ in England was recruited using an online survey of a panel of adult residents in England/UK. A sample size of approx. 900 respondents split between visitors and non-visitors.

Using likelihood to visit/revisit, in place of a monetary attribute (given that a baseline WTP already elicited), a conjoint approach was used to anchor marginal willingness to pay to marginal changes in the likelihood score associated with the status quo (current level) vs the improvement scenario.

Impact

A key output from the conjoint analysis is a ‘Utility’ score that is derived for each attribute level and describes the relative desirability of each level. Based on these utilities, customer behaviour can be predicted. From the resulting analysis, two sets of likelihood scores were produced, one for the status quo, and one for the improvement scenario. This enables a direct comparison of the average likelihood scores for each option.

The results of the research enabled the government, other public bodies, and arts and cultural organisations to understand the value that the public places on arts and cultural institutions.

UK

Satellite TV purchase decisions

Business Issue

There is a demand for accessing HDR/UHD content due to having enhanced capabilities, and this opens the possibility of additional products and services for the licensed sector and incremental revenue streams for the Satellite TV provider.

In line with the Satellite TV providers' residential strategy, the current offering is being phased out in favour of accessing HDR/UHD content, the client wanted to understand the optimal package that can be offered to their business customers, looking across monthly payment, upfront cost, addition of install charge and length of contract.

Our Solution

A quantitative survey of n=576 landlords with Satellite TV subscriptions in venue was conducted with a 15-minute online questionnaire including: Satisfaction of current subscription and appeal of accessing HDR/UHD content in venue.

As many of these factors may be dependent on each other, a conjoint exercise was proposed to understand the most preferable offer and which price-related factors are most strongly associated with purchase decisions.

Impact

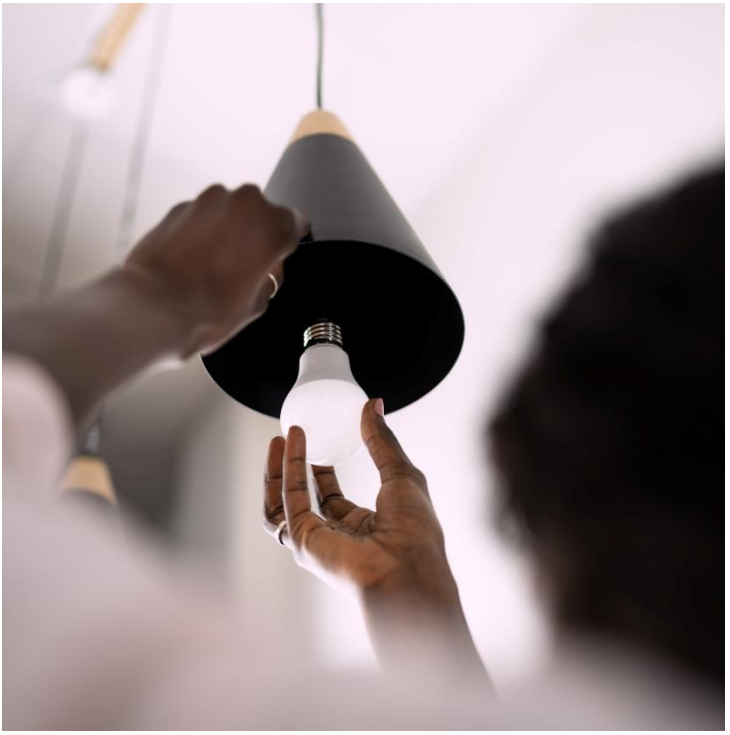
Using the Conjoint Simulator tool, a greater depth of analysis can be conducted where various options can be compared against each other. It was noted that with the cost of living increasing in recent times that whilst half of landlords feel they are not getting good value for money there is still an appetite amongst others to improve the technology in their venues as they have in their homes.

Having an installation charge significantly impacted on preference for different packages, while the contract terms generally had little impact.

Optimal packages were set up to determine the option with the highest preference and one that could generate the highest revenue.

US

Optimizing smart light bulb portfolio



Business Issue

Previous research was conducted assessing the impact of different pricing scenarios in a smart lighting market with the clients' brand and competition in the US. It helped to set pricing strategy and gave the client insights in the price elasticities of different bulbs.

There have been significant changes to the market: new entrants and new bulbs (filament, other brightness levels and pack sizes), which requires the client to develop an optimal portfolio strategy per retailer in a competitive context, showing which combination has highest potential for other brightness levels and results in highest market share.

Our Solution

Our approach was a conjoint study with smart bulbs of different brands in different brightness levels and pack sizes and we spoke with Consumers not rejecting smart lighting in the US, N=3300.

First respondents were asked to select smart bulbs from a shelf (with only single pack, 60W and filament bulbs), to identify SKU's that are relevant to them.

This allowed for more precise data on the products that we know are of interest and avoids respondent drop out due to the cognitive burden placed on the Conjoint tasks being overcrowded and complicated. To avoid any selection bias, we include SKUs in the final design that are not part of the respondent's relevant set.

Impact

Using the latest research methods to analyse the Conjoint relevant set data by augmenting the data with supplementary tasks relating to the presence/absence of SKU's in the design, the Conjoint Simulator tool helped create an optimal portfolio strategy per retailer in a competitive context. The analysis also allowed the client to understand:

- Consideration/Relevant set
- Channels for bulbs and lamps based on current purchases
- Portfolio scenarios per retailer using the Conjoint Simulator

Ipsos

UK

Price & Promotion Strategy

Business Issue

With the prospect of increased import tariff costs for 2021 due to Brexit, there was a requirement to understand how the effects of this might be mitigated through pricing and promotional strategy of our client.

Research was needed to identify the potential impact of varying the price and weight of the clients' confectionary products in a competitive context to understand how share might be affected, and to guide product architecture and pricing strategy.

Our Solution

A 10-minute online interview was conducted incorporating screening, category/brand equity and conjoint. 500 respondents were interviewed who were current category purchasers of the brand(s) in question, in line with market shares.

In the conjoint exercise respondents were presented with several different purchase situations. On each screen they evaluated a selection of different soft and chewy sweet products and their bag weights / size and prices and were asked to select which product they would buy. If no option appealed to them then they could choose not to buy any of them by selecting ‘None of these’.

Impact

The conjoint modelling allowed us to model key pricing scenarios based on increased bag size across the portfolio and the impact of promotional pricing to identify whether specific brands have greater potential to vary (increase) price i.e. are more elastic and where key price levels / barriers might exist.

Profiling was used to understand what type of category buyer is more likely to be influenced by lower price.

The output from this research found that current unit share levels cannot be maintained with price increases, even with an increase in pack weight.

Malaysia

Optimise Over-the-top (OTT) Multi-media package portfolio

Business Issue

Our client is a multi-media entertainment services provider in Malaysia with services offering across Pay TV, OTT, On-demand entertainment, and broadband services. Being the leading entertainment & media services provider in multicultural market, they provide entertainment content with broad genres and languages to cater to all the needs of all segments in the market.

In view of the rapid change of viewers behaviour and upcoming threat from upcoming OTT players in the market, the client needed to strategize their package offering.

Our Solution

Working collaboratively with a consulting company, an Adaptive Choice Based Conjoint (ACBC) was proposed. ACBC leverages the best aspects of Choice-Based Conjoint (CBC) and introduces the concept of non-compensatory modelling. The interview adapts to the choices from a pre-screening section that focus their preferred levels and on what is unacceptable and must-haves through a series of stages:

- Stage 1 - Respondents build their ideal package
- Stage 2 - Screening section which creates products similar to the respondent's ideal package. The algorithm identifies what attributes levels are acceptable, which are an absolute requirement and what is completely unacceptable
- Stage 3 - For all packages that pass the screening stage, respondents are shown 3 packages at a time and select their preferred option. The process continues until there is a single winner

Impact

The client launched new packaged offers based on the Conjoint research findings.

The comprehensive research findings helped them to simplify the overall package structure to ease consumers' understanding and the detailed ACBC conjoint approach allowed the client to redesign package offers with viewers with different ethnicities and lifestyle.