

從意義非凡的決策到漸進式決策

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你是否已經陷入這樣的情況？

一位居家護理品類的資深研究總監描述了他最近執行一項消費者使用研究時所遇到的挫折。這項研究於一年多前於 5 個國家開始舉辦質化座談會，接著利用此次質化調查結果制訂一份 90 分鐘長的量化問卷及一份詳細的家庭日記。經過了幾次試訪（pilot）及反覆翻譯後，量化階段終於在五個月後得以執行，並在兩個月內結束資料蒐集。三個月後分析報告完成後，這位總監嘗試安排分析結果簡報，不過在整個專案執行的過程中，市場上出現了一個具有破壞性的競爭產品，而消費者行為也已有所不同，因此，想當然耳，此時已經沒有一個利益相關者有興趣出席簡報了。

這個研究專案最終結果就是浪費了大家的寶貴時間、資金和資源。更重要的是，在等待此專案為品牌增長作決策的過程當中，錯過了許多市場會對其業績產生影響的變化和改進的機會。

在接下來的文中，我們將介紹一種替代的漸進方式，藉此讓我們與客戶能夠作出跟上這個世界快速的變化腳步的決策。

新的現實

世界的變化速度是以指數性地在加快，這樣的變化也驅使我們必須使用新的方法來觀察及應對消費者洞察。以下是幾項關於最新的現實面如何影響市場行銷和市場研究的實例。

1. 消費者連結性

消費者是全天候相互連結的。他們在網路上分享體驗，在社群網站上談論購物。每天查看 Facebook 數次，並在 YouTube 上分享影片。影片常常無來由地爆紅，如果想要了解消費者行為，就必須要即時出現在這些行為發生的地方。因此，行動裝置調查及民族誌（ethnography）等解決方案開始被重視。

2. 資料可用性

家庭設備、汽車、可穿戴設備、生物特徵識別設備和植入物（例如胰島素泵）等互聯設備，將會讓消費者行為數據遽增，並幫助我們描繪出更精確的消費者輪廓。這也意味著消費者洞察資料將逐漸來自於不同於以往的來源。

3. 速度和行動的需求

客戶不再會等待六個月或者更長的時間去尋找成長機會。隨著新的強勁競爭對手快速出

現，必須要更深入地瞭解消費者並採取即時行動。比起完美但延遲的行動，能夠快速執行但不一定完美的行動反而是更需要的。

從意義非凡的決策到漸進式決策

新的現實正在促進新的決策策略。我們發現，現在成功的公司都正在從巨大的決策，也就是規模龐大且耗時，但有機會重新實現品牌定位或品類創新的決策，轉移至漸進式的決策。

透過漸進決策，品牌經理們可以利用多元的資料來源（通常是他們已經擁有或可以快速獲得的資訊），更快地作出一系列細微調整。其優點是品牌能夠緊跟市場步伐，並能讓品牌長期立於市場之中。不僅可以迅速發現市場變化，還可以快速付諸實踐。

那麼，品牌經理如何改變其決策戰略，使之更具漸進性呢？我們在這裡很推薦一種利用社群智慧及行動裝置調查的分段式方法，以快速地與消費者保持同步。

第一階段開始時，應該與所有利益相關者召開啟動會議，以讓相關者對資訊有同步認知。接著對該品類進行快速的量化調查，團隊再利用這項調查結果提出假設，以討論後續研究步驟。這些後續研究步驟應該要是靈活且彈性的，並且能根據需求和假設作調整。民族誌、社群聆聽或其他的量化模組都可以作為研究方法。

每個步驟都是相互關聯的，且都能讓品牌經理挖掘出能夠付諸實踐的洞察。關鍵是其中的靈活性、各階段間的研討和漸進式地構建洞察，以探索品牌增長的機會。

最後一個階段則應該著重於當地市場的機會成長。

那麼，這位居家護理品類的資深研究總監做了什麼改變？

他轉換了思路，採用了漸進式的方式。首先，他快速地以一個針對千禧世代及 Z 世代所進行的社群聆聽調查作為前導調查，並以此作為主要研究的基礎。與關鍵利益相關者審視前導研究的資料後，並決定以一份 15 分鐘的行動裝置問卷來進行這項研究。受訪者在調查期間被要求拍攝日常清洗的照片和影片，並將即時上傳至社群互動平臺。

計劃開始不到四週後，團隊已經能對第一波的洞察進行研討，並對潛在的創新機會作早期假設。接著深入品牌，利用行動裝置進行購買途徑（path-to-purchase）研究，在兩周後審視是否有其他的洞察及是否有需要修改的假設，並利用發現到的新資訊，針對目標族群進行新概念的發想。

發想出來的新概念馬上就透過社群平臺得到受訪者回饋，還取得了比之前測試過的概念更佳的評價，整個過程比起傳統方法的過程快上許多。

這位總監沒有在專案最後作分析簡報，相反地，他著重於在整個專案期間與利益相關者一同審視洞察、確定假設，並提出新概念。結果也證明了這樣的方式能更快、更有效地幫助品牌增長。

漸進決策：發揮作用

如前文所述，新的現實需要品牌經理能做到快速但不一定完美的決策，而不是完美卻緩慢的決策。同樣，在漸進式決策的模式裡，需要更快速地作決定，且必須要放棄一些以前習以為常的資料，以使這個更具時效性、更具流動性的模式發揮作用：

- 由於簡短的手機問卷將被使用，因此必須選擇出最需要被問的問題，不能什麼都要問。
- 必須習慣能利用不完整的資料作出決策。
- 在決策過程中與各種專業機構合作，以利提出強而有力的假設，尋找增長機會。
- 專注於品牌增長，而非完整的洞察。

採用漸進決策過程，你會發現你的品牌越來越能與消費者有聯結，並能在競爭者中領先，更重要的是省去了以往作巨大決策時所需的時間。這種決策方式穩健、不斷變化、以未來為導向、精簡的回饋循環、反覆審視假設，並將不同來源的資料結合，能夠給予我們十分有效地洞察及建議。

Ipsos Marketing 益普索行銷研究

Ipsos Marketing 是益普索集團旗下致力滿足客戶創新與品牌增長需求的事業體，根據不同的市場調查需求，我們再區分成：創新與預測、市場與品牌宣傳、醫療和質化研究等四大領域。我們的行銷研究專家專門協助企業夥伴把市場趨勢轉換成產品競爭優勢，並持續提供創新的市場研究模組，幫助夥伴更有效運用管理市場研究預算。我們也善用利用科技和研討會，結合不同的資料整合知識，幫助企業獲得即時的市場洞察。

更多的資訊，請參考 <http://www.ipsos.com/marketing>

或洽詢我們的研究團隊

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Incremental versus Monumental Decision-Making:

How to Keep Up with the Pace of Business in the New Reality

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Have you found yourself caught in this situation?

A senior Insights Director in the home care category recently described his frustrations with a global usage and habits study he worked on. This particular study kicked off twelve months earlier with in-depth qualitative focus groups in five countries. The results were analyzed to define a 90-minute quantitative questionnaire and a detailed in-home diary. After several pilots, translations and back-translations, the quantitative phase finally got in the field nearly five months after the kick-off. Two months after the start of the quantitative phase, the fieldwork was done. Three months later, with analysis complete, the Insights Director was now trying to schedule a learnings presentation with the key stakeholders. At this point, the market had fundamentally changed as a result of a disruptive competitive new product launch and, as a result, consumer behavior changed as well.

Not surprisingly, not one stakeholder was interested in attending the presentation to discuss the key insights from this study. The project turned out to be a waste of valuable time, money and resources. More importantly, in waiting for a monumental strategic decision to grow its brand, the company missed many opportunities for small incremental changes and improvements that could have had a real impact on the business results.

In this article, we will describe an alternative incremental approach to decision-making that keeps up with the pace of business in today's rapidly and fundamentally changing world.

A new reality

The world has changed – quickly and exponentially. These changes are driving the need for new ways to identify and react to consumer insights. Here are some key examples of how the new reality is impacting marketing and market research:

4. **Consumer connectiveness.** Consumers are connected 24/7. They share experiences online, tweet about purchases, check Facebook several times a day, and share videos on YouTube. Campaigns can go viral for no apparent reason. If you want to understand how consumers behave, you have to be in-the-moment where behavior takes place – hence, the need for mobile surveys and ethnography.

5. **Availability of data.** Connected households and cars, wearables, biometric devices, and implants (such as insulin pumps) will further explode the amount of available consumer behavioral data and will help us to paint a more precise picture of consumers – which means consumer insights will increasingly come from new data streams.
6. **Need for speed and action.** Clients no longer have the luxury of waiting six months or more to find growth opportunities. With new, disruptive competitors, there is a need for quick actions based on deep consumer insights. Better to be quick and almost right than to be late and perfectly right.

From monumental to incremental decision-making

The new reality is also driving a new decision-making strategy. We are seeing that successful companies are moving from what we call monumental decision-making – where a big investment is made into a large-scale, time – consuming foundational study that will hopefully lead to a major change in the positioning of the brand or an innovation in the category – to incremental decision-making. With incremental decision-making, brand managers leverage information from multiple data sources (often information they already have or is quick to obtain) to make a series of smaller decisions more rapidly. The benefit is that the brand can keep up with the pace of the market and, at the same time, get where it needs to go in the long-term. Insights are gathered quickly and acted upon quickly.

From monumental to incremental decision-making

So, how does a brand manager change his decision-making strategy to be more incremental? We recommend a phased approach that takes advantage of social intelligence and mobile surveys to quickly connect with today's consumers.

The first phase should involve a kick-off meeting to get all stakeholders on the same page, followed by a quick, quantitative investigation of the category. After this investigation, the team should work with the stakeholders to create hypotheses and discuss next research steps.

These next research steps should be flexible and depend on the needs and hypotheses. They can include ethnographic research, social listening, pop-up communities or additional quantitative modules.

Each step is connected and builds upon the previous step – with each step getting the brand manager closer to actionable insights. The key is flexibility, regular workshops between the phases, and building incremental insights to find and explore growth opportunities.

The last phase should be focused on local activation of growth opportunities.

So what happened to the Home Care Insights Director?

The Insights Director shifted gears and decided to adopt the incremental decision-making approach.

As the first step, he started a pilot among Millennials and Gen Z to shape and design the main survey. After a short social listening project and a review of existing data with the key stakeholders, he kicked off the project with a short, 15-minute mobile questionnaire (which was enriched by mobile diaries to capture in-the-moment usage of washing and cleaning products). The respondents were asked to take pictures and videos of themselves engaging in day-to-day washing and cleaning and upload them in real-time to an interactive insights platform.

The program took no more than four weeks, after which the team workshopped around the first insights and formed an early hypothesis of potential innovation platforms.

Next, the team did a deep-dive into brand and path-to-purchase programs with short, mobile modular surveys. Again, the team came back after two weeks to review the additional insights, refine the hypothesis, and brainstorm around new concepts for their target groups.

These concepts were then quickly evaluated through pop-up communities and achieved better results than previous concepts tested. The decision was then made to launch two new concepts. The entire process was much faster than a traditional gateway process.

The Insights Director did not conduct a “final” presentation. Instead, he focused on stakeholder workshops along the process where insights were reviewed, hypotheses were formulated, and concepts were developed. The result was a faster, more successful path to brand growth.

Incremental decision-making: making it work

As stated earlier, the new reality requires brand managers to be quick and almost right rather than late and perfectly right. Similarly, with the incremental decision-making framework, you need to work fast and accept that you will need to give up some of the data you were accustomed to having in the past. Specifically, in order for this more real-time and more fluid model to work:

- You cannot ask everything – you need to make choices, since you will be using shorter, mobile questionnaires
- You must get comfortable with making decisions on incomplete data
- You need to partner with agencies during the process to develop powerful hypotheses and look for early growth opportunities
- You need to keep your focus on business growth, not on obtaining complete insights

By adopting the incremental decision-making process, you will find that your brand will remain more relevant with consumers, stay ahead of the competition, and enjoy a longer life than it would have if you continued to try to make monumental decisions.

Perhaps our Philips client said it best: after transforming his Usage & Attitude approach to the incremental approach, he commented:

“The new Ipsos way of doing research seamlessly links to our new way of working: pro-active, dynamic, multiple sources, future-oriented, short feedback-loops, iterative, start every project with a ‘resight’ and combine data-points from various sources.”

Ipsos Marketing

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For more information, visit us online at <http://www.ipsos.com/marketing>

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