



Market Research: Listen and Learn

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Market Research

Listen and Learn

Key Topics Covered in This Chapter

- *Formal and informal methods of market research*
- *The research process*
- *Two methods for analyzing customer preferences*

IS YOUR BUSINESS doing well? Are its products and services popular with customers? If they are, that's good. But don't expect the good times to last forever. Customer preferences change. Competitors lure buyers away with new offerings, and customers perceive new needs that no one has yet addressed.

In business, long-term survival and growth result from the successful exploitation of new market opportunities. You find those opportunities by listening and learning. Listening and learning are essential organizational skills that, in the end, separate winners from losers. They are what companies must do to understand customers and competitors and to identify market opportunities. As you'll discover in this chapter, listening and learning take many forms.

In the past, the marketing function usually owned this job and pursued it through formal market research and analysis of customer data. We now recognize that this was a mistake; listening and learning are everyone's responsibility. Customers are always signaling their needs, preferences, likes, and dislikes, and everyone must make an effort to pick up on those signals. Formal marketing research is only one of many ways to do this. Salespeople have daily contact with customers; every contact is an opportunity to listen and learn. Product developers talk to *lead users*, who routinely alter off-the-shelf products to suit their unique needs. Service representatives get yet another glimpse into the minds of customers and their changing desires and requirements; more than anyone else, service reps can pinpoint customer dissatisfaction.

Yes, there are many ways to understand customers and identify market opportunities, and we'll describe some in this chapter. The challenge, of course, is to form a coherent picture from many pieces of learning. Customer knowledge and market understanding are like pieces of a jigsaw puzzle. Viewed in isolation, they tell us nothing. It's only when you begin to assemble the pieces that a meaningful picture emerges.

Formal Market Research

Market research refers to the formal collection, analysis, and reporting of external data that a company finds relevant to its businesses. It is, in the words of Vincent Barabba and Gerald Zaltman, “the process of listening to the voice of the market and conveying information about it to appropriate management.”¹ The point of that information is to make better decisions, as shown in the example of Tesco (see “Best Practice in Customer Data: Tesco”). Market research may be as simple as a customer comment card—or as complex as a nationwide sample survey that requires a thoughtful selection of survey questions, randomized sampling techniques, and statistical analysis of the final data.

There are six main types of formal market research:

- **Direct observation.** Observe what customers are buying and how they use their purchases. Pay particular attention to the difficulties they experience in using popular products and services. Those difficulties may represent market opportunities. Salespeople are good partners in observational research. (Later in this chapter we'll explain a unique approach to observation called empathetic design.)
- **Experimentation.** A packaged-goods company will often introduce a new product at different prices or in different sized packages in a selected number of stores. Customer response is recorded. The price or package size is then changed, and the customer response to this change is tabulated. The insights gained through such experiments support decisions on rolling out products to broader markets.

Best Practice in Customer Data: Tesco

Few companies have demonstrated as much ingenuity and skill at gathering and using customer purchase data as Tesco, a leading U.K. supermarket chain. By mining customer data collected through its Tesco loyalty card, it has gathered remarkable insights into customer needs, their satisfaction with existing products, and opportunities for new sales. The company has leveraged that information into the world's largest online grocery service and has used its Web site to launch the online sale of many nongrocery products, including books, CDs and DVDs, credit cards, loans, insurance, and mobile phone and broadband service. Customers can even use the Tesco Web site to compare and switch between U.K. vendors of heating gas and home electricity. Tesco's remarkable story is ably told by the consultants who helped make it happen in *Scoring Points* (for more information, see "For Further Reading").

- **Gathering and analysis of purchase data.** Computer technology and bar coding have made it possible for companies to keep tabs on customer behavior and preferences. Using point-of-sale scanning, for example, a supermarket can accurately and quickly determine customer preferences for different types and sizes of soft drinks. ScrubaDub, a Boston-area car wash chain, bar-codes customer vehicles; it uses the collected data to determine service preferences and frequency of use and to reward loyal customers. Direct mail companies like Lands' End go a step further; they mine their customer databases to determine which customers should receive special catalogs or offers.
- **Survey research.** Surveys are used to poll customers and potential customers on a broad array of issues: satisfaction, preferences, price resistance, knowledge of products and services, and so forth. A *sample survey* is used to query randomized samples of the larger population in a statistically valid way that ensures,

within certain limits, that the results can be extrapolated to the larger (unsampled) part of the population.

- **Focus groups.** A *focus group* is a small group of invitees who, guided by a trained moderator, discuss a product, a service, their perceptions of a particular company, or even political issues. The moderator might ask focus group members, for example, “How do you feel about the rising price of gasoline?” “What do you think should be done by automakers to mitigate the negative effects of those rising prices?” “Which of the major automakers is most likely to deal effectively with the problem?”
- **Interviewing dissatisfied and lapsed customers.** No one likes bad news, but you can learn more from dissatisfied and lapsed customers than from anyone else. Potential customers can tell you what they want, but there is no assurance that they will reach for their wallets if you offer it. Satisfied customers can tell you what they like about your offer. But you probably already know what they like. Dissatisfied and lapsed customers, on the other hand, can point the finger at what stands between your products and services and much better sales.

You can obtain a great deal of market data through public sources: government publications, census data, trade magazines, trade shows, industry reports, and the Internet. Many small companies, lacking funds for stand-alone research departments, should avail themselves of these sources (see “The Research Process”). Still other research can be purchased from research services for a fee. For customized research, outside research firms can often fill the bill.

Two Formal Methods for Analyzing Buyer Preferences

One of the most important chores of formal research is to analyze buyer preferences. Unless you understand what potential buyers prefer, you cannot have an effective product development operation or

The Research Process

Market research is a seven-step process. Researchers and the intended users of the research should collaborate in each step as follows:

1. Be very clear about the problem that you are asking market research to solve. If you get this step wrong, the remaining steps will waste time and energy.
2. Determine the type of information needed to solve the problem you identified in step 1.
3. Select the most appropriate research tools for getting the information you need. You may need more than one.
4. Design your tools to fit the situation. For example, if a focus group is the best tool, determine which people you'll invite to participate, how you'll direct your inquiry, and so forth.
5. Apply your research tool with objectivity and integrity. Don't skew it to confirm a preconceived idea of the "right" data.
6. Analyze the data objectively.
7. Communicate your findings to the people who need it and who can apply it.

marketing campaign. Until recently, the best approach to determining preferences was concept testing. More recently, researchers have begun applying a more sophisticated tool: conjoint analysis. Even if you are not involved in market research, you may be a consumer of its output. So it pays to understand these two methods.

Concept Testing

Concept testing presents potential buyers with an idea—say, for a new Middle Eastern restaurant. They are then asked to choose between five responses:

- I would definitely buy.
- I would probably buy.
- I might or might not buy.
- I would probably not buy.
- I would definitely not buy.

If the people in the study are fairly representative of people in the target market, their responses to this set of choices will tell you quite a bit about the viability of your idea. But you'd want to know more. For a nondurable service such as our Middle Eastern restaurant, we would seek a deeper understanding of demand by asking, "If this restaurant were located in Smithville, how often would you stop in? Once a week? Once a month? Once every few months?" And so forth.

Many products and services can be described as a bundle of attributes. For example, a restaurant has several attributes that matter to a greater or lesser extent to diners: food quality, menu variety, ambiance, service quality, convenient parking. Concept testing can help us understand the extent to which people in the target market value these different attributes. And once we know this, we can fine-tune the design and execution of the restaurant idea. You can obtain this information by using a questionnaire like the one shown in figure 3-1.

Finally, unless your product or service is entirely new, you can assume that your respondents are currently patronizing other vendors. In these cases it is useful to determine their current level of satisfaction with those competitors. High satisfaction will temper any stated willingness to try your product. Low satisfaction gives you some assurance that the respondent who testified to a high likelihood of

FIGURE 3-1

A sample questionnaire

How important are the following restaurant factors to you?

	Very important				Not important
Food quality					
Menu variety					
Ambiance					
Service quality					
Ample parking					

trying your product or service will actually follow through. Satisfaction is generally measured with a simple questionnaire such as the one in figure 3-2.

Concept testing is not without weaknesses. If interviewees respond negatively to the idea, you cannot be sure how their response reflects trade-offs they've made between the components of the idea, and this makes it difficult to reformulate the idea into a more customer-pleasing package. You can overcome that weakness by using a more sophisticated tool: conjoint analysis.

FIGURE 3-2

A simple questionnaire for measuring satisfaction

How satisfied are you with the restaurants located in your area?

Very satisfied		Somewhat satisfied		Not at all satisfied

Conjoint Analysis

Many new products and services are complex bundles of attributes; customers are bound to place different values on those attributes. For example, the relevant attributes of telescopes used by amateur astronomers include the following:

- The aperture, or the diameter of the main lens or mirror (the larger the aperture, the greater its ability to capture light from dim objects)
- The optical quality (the ability of the optical system to separate objects)
- The quality of the mounting (the degree to which it prevents vibrations and enables flawless star tracking)
- The computer locating system (how well it directs the scope to specified coordinates on the celestial grid)
- The price

In a perfect world, telescope buyers would optimize each of these attributes for the same price. They'd order an instrument with the greatest aperture, the highest quality optical resolution, and the sturdiest and most sophisticated mounting, and they'd have it equipped with a computer drive that would take them to the sky coordinates they entered into the system.

Unfortunately, the world isn't perfect. Bigger and better costs more, forcing buyers to make trade-offs between attributes. For example, one buyer might skimp on aperture size in order to optimize optical quality. She might also put a higher value on a sturdy mounting at the expense of the computer guidance system, figuring that she could add that feature later, when her budget allowed.

It is difficult to think of a complex product or service—from hotels, resorts, and digital cameras, to banking and credit card services—for which customers do not have to make trade-offs between relevant attributes. *Conjoint analysis* is a statistical technique for predicting how they will make those trade-offs. Its objective is to determine

what combination of a limited number of relevant attributes is most preferred by potential buyers. Market researchers find conjoint analysis useful in forecasting customer acceptance of new products and services.

Although each participant in a conjoint study will respond in an individual way, analysis will usually reveal which attributes have the greatest value and the *extent* to which various attributes are desired. At bottom, it clarifies the value system used by participants in making choices. Understanding that value system allows us to predict buyer choices.

The details of this powerful tool are beyond the scope of this book. Those details are usually attended to, in any case, by trained market researchers (although many software packages are now available for companies that lack research departments). However, the method generally involves these steps.

1. Select the relevant attributes of the product or service; it is crucial to get this step right. As in the telescope example, you must know which attributes matter to customers in this product category.
2. Show different attribute combinations to study participants (e.g., combo A is a single-family home with three bedrooms, two baths, a brick patio, and a two-car garage, at \$350,000; combo B is a single-family home with two bedrooms, etc., at \$275,000). Ideally, these combinations should be similar—close substitutes—but sufficiently different that participants will be able to discern and articulate a choice.
3. Ask participants to rank the various attribute combinations in terms of their individual preferences.
4. Apply statistical analysis of the participant responses (usually done with specialized software).

The resulting analysis indicates the utility of each attribute, as seen by potential buyers. You can then move forward with product or service development having confidence that its formulation will be accepted by the target market.

Note: Professor Robert Dolan of Harvard Business School has written a useful and nontechnical class note covering the working details of concept testing and conjoint analysis. It is listed in “For Further Reading.”

Understanding Customer Price Sensitivity

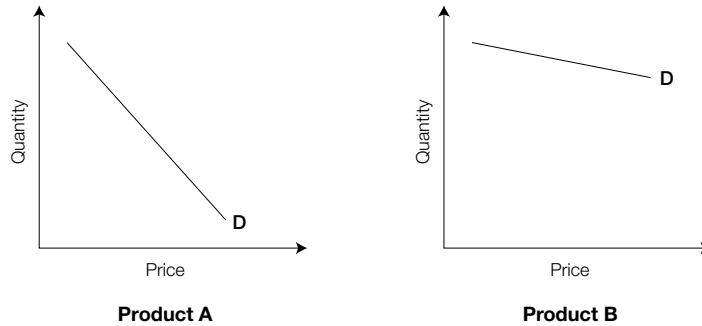
The price sensitivity of customers is one of the factors that market planners should understand. Market opportunities usually expand or shrivel as a function of price. Thus, whether you intend to offer customers a new banking service or a low-carbohydrate family of snack foods, or to seek a greater market share of an existing product, you must have an informed awareness of the relationship between price and demand.

A basic tenet of economics is that in a free market people will buy more of a good or service when the price goes down, and less as the price goes up, all other factors being constant. Some products and services have greater price elasticity than others. This is both intuitively obvious and easily substantiated.

Figure 3-3 shows the elasticity of demand for two products: A and B. The sharp slope in the demand curve (D) for product A indicates a high sensitivity to a price increase; customers will make many fewer purchases as the price increases. Product B, in contrast, demonstrates much less sensitivity to a price increase. These customers reduce their purchases only slightly in the face of rising prices; as economists would say, demand for product B is relatively inelastic.

Some goods and services, such as product B, demonstrate relatively low price sensitivity—at least in the short term. Consider automobile fuel. The 30 percent rise in U.S. gasoline prices in the fall of 2004, when crude oil skyrocketed to \$54 per barrel, caused only a 2–3 percent drop in U.S. gasoline consumption. Why? People were so locked in to vacation plans and commuting routines that the increase caused little more than a ripple in demand. If that level of pricing (or rising prices) were to persist for a long time, however, consumption would drop substantially as people stopped buying

FIGURE 3-3

Sensitivity to price

gas-guzzling SUVs, opted to use public transportation, began carpooling to work, and so forth.

As if to confirm this long-term effect, OPEC, the cartel of oil-producing countries, intimated that it wanted to see crude prices return to the \$32–\$35 per barrel range. Although the spurt in prices was a huge windfall for OPEC members, they knew that sustained high prices would induce their customers to find substitutes for petroleum and to invest seriously in alternative energy sources—hurting oil producers in the long run.

Like product A, many products and services exhibit a much more immediate and dramatic response to price changes, usually because the product or service is nonessential or because it has many available substitutes. Beef is an example. Every time the price of beef has increased sharply, demand has declined immediately and sometimes dramatically. Shoppers look at the price and say, “I think we’ll have chicken for dinner tonight.”

Economists use the term *price elasticity of demand* to quantify the impact of price changes on customer demand. If you’ve taken microeconomics, you are probably familiar with this concept. Price elasticity of demand is calculated as follows:

$$\text{Percentage increase in price} / \text{Percentage decrease in quantity} = \text{Price elasticity of demand}$$

Thus, if a company raised the price of a product from \$100 to \$120, price would increase by 20 percent. If that increase caused the quantity sold to drop from 600 units to 550 units, the percentage decrease would be 8.3 percent. Following our formula, the price elasticity of demand would be

$$20/8.3 = 2.4$$

The higher the final number, the more sensitive customers are to price changes. Any value under 1 is considered inelastic, and any value over 1 is considered elastic. For the elasticity of many commonplace goods and services, see the table on this Web site: www.mackinac.org/article.asp?ID=1247.

Often you can determine how customers will respond to a price change through focus groups, questionnaires, and direct experiments in local markets. For example, the producer of a breakfast cereal sold throughout the EU might raise its price in Brussels and observe the impact on unit sales.

To complete this analysis, however, the strategist should calculate the anticipated impact of a price change on total revenue. People may be buying fewer items at a higher price. For the example given in the formula, the company had been selling 600 units at \$100 each, earning revenues of \$60,000. Under its new scenario, it expects to sell 550 units at \$120, resulting in total revenue of \$66,000. Further analysis would be needed to determine whether that higher revenue figure will translate into higher or lower gross profits.

Formal studies of price elasticity of demand are normally reserved for tactical market moves. Nevertheless, understanding the relationship between price levels and customer buying behavior is an important piece of the larger puzzle that market planners must understand.

How well do you understand customer price sensitivity in your markets? How does that understanding inform your strategic choices?

Informal Research Methods: Close Customer Contact

Traditional market research methods produce useful results when the steps of the research process are scrupulously observed and personal

bias is not allowed to creep in. But this arms-length objectivity—or “peopleproofing”—can create a barrier to learning what customers really think and feel, and to accessing what may be excellent ideas for product or service innovation. It's described by Vincent Barabba, one of the masters of effective market research:

People proofing is a deliberate effort to minimize human bias in experimental design, sampling procedures, the construction and administration of questionnaires, and many other things that data gathering involves. Unfortunately . . . people proofing also screens out the benefits of imagination, creativity, and personal insights—the very qualities that contribute to the development of breakthrough products and services.²

To avoid screening out those benefits, some companies are turning to nontraditional means of market research. These include learning from leader users, empathetic design, and immersion.

Learning from Lead Users

A valuable source of innovative ideas, *lead users* are companies and individuals—customers and noncustomers—whose needs are far ahead of market trends. They may be pioneering radiologists searching for better methods of producing or interpreting scanned images. They may be military pilots, professional athletes, or engineers who have discovered ways of modifying off-the-shelf equipment for substantially greater effectiveness in the field. In all cases, the needs of lead users motivate them to produce innovations that suit their unique requirements—often before manufacturers think of them.

Lead users are seldom interested in commercializing their ideas or practices. Instead, they innovate for their own purposes because existing products fail to meet their needs. Their innovations can often be adapted, however, to the needs of larger markets that will be recognized many months or years in the future.

MIT professor Eric von Hippel was the first to study lead users as a source for innovative ideas. In several of the fields he studied—notably scientific instruments, semiconductors, and computers—more than half of all innovations were made by users, not by manufactur-

ers. Thus, approaching these lead users and studying their unique applications and product modifications can provide valuable insights for future products and services (see “A Four-Phase Process for Capturing the Ideas of Lead Users”). For example, von Hippel suggests that an automotive brake manufacturer might seek out particular users whose requirements for effective braking exceed those of typical users. These might be auto-racing teams, producers of military aircraft, or manufacturers of heavy trucks.

Empathetic Design

One of the problems faced by market researchers and their companies is that target customers cannot always recognize or articulate their future needs. Could you have imagined an MP3 player back in 1995? Would you have told a market researcher in 1990 that you wanted an automobile with a hybrid gasoline–electric engine?

Because most people are not aware of technical possibilities, they tend to identify their needs in terms of current products and services with which they are familiar. They express their needs in terms of incremental improvements to these existing products and services: a thinner laptop, an automobile with better fuel economy, a TV screen with better resolution, faster mail delivery service. Empathetic design is a technique for identifying these unrecognized needs.

Empathetic design is a technique whereby researchers observe how people use existing products and services in their own environments. Harley-Davidson used this technique when it sent engineers, marketing personnel, and even social anthropologists to HOG (Harley Owners Group) events. These employees observed how Harley owners used and customized their motorcycles, the problems they encountered, and so forth. Those observations became the raw materials for marketing and new-product decisions.

Following this same strategy, a Japanese consumer electronics company sent a young engineer to live with an American family for six months; his mission was to observe how family members cooked their meals, communicated with friends, and entertained themselves. Those observations were used to create new electronic consumer products.

A Four-Phase Process for Capturing the Ideas of Lead Users

An article coauthored by Eric von Hippel, Stefan Thomke, and Mary Sonnack described a four-phase process used by some 3M units to glean innovative ideas from lead users. This process may work for you.

1. **Lay the foundation.** Identify the targeted markets and the type and level of innovations desired by your organization's key stakeholders.
2. **Determine the trends.** Talk to experts in the field about what they see as the important trends. These experts should have a broad view of emerging technologies and leading-edge applications in the area being studied.
3. **Identify and learn from the lead users.** Use networking to identify users at the leading edge of the target market and related markets. Develop relationships with these lead users, and gather information from them that points to promising ideas that could contribute to breakthrough products. Use what you learn to shape preliminary product ideas and assess their business potential.
4. **Develop breakthroughs.** The goal of this phase is to move preliminary concepts toward completion. Host two- or three-day workshops with several lead users, a small group of in-house marketing and technical people, and the lead user investigative team. Work in small groups and then as a whole to design final concepts.

SOURCE: Adapted from Eric von Hippel, Stefan Thomke, and Mary Sonnack, "Creating Breakthroughs at 3M," *Harvard Business Review*, September–October 1999, 47–57.

Some companies take this approach very seriously. IDEO, a leading product design company, bases its design process on an anthropologic approach. Procter & Gamble, a prolific maker of new products, is another. It trains all new R&D personnel in what it calls "product research," the P&G approach to observing how customers

use products day-to-day. The goal is to put people who have knowledge of technical possibilities and design in direct contact with the world experienced by potential customers.

As described by Dorothy Leonard and Jeffrey Rayport, empathetic design is a five-step process:³

1. **Observe.** As described earlier, company representatives observe people using products in their homes and workplaces. The key questions in this step are, who should be observed, and who should do the observing?
2. **Capture data.** Observers should capture data on what people are doing, why they are doing it, and the problems they encounter. Because much of the data is visual and unquantifiable, use photographs, videos, and drawings to capture the data.
3. **Reflect and analyze.** In this step, observers return from the field and share their experiences with colleagues. Reflection and analysis may result in returning people to the field for more observations.
4. **Brainstorm.** This step is used to transform observations into graphical representations of possible solutions.
5. **Develop solution prototypes.** Prototypes clarify new concepts, allow others to interact with them, and can be used to provoke the reactions and comments of potential customers. Are potential customers attracted by the prototypes? What alterations do they suggest?

As you can well imagine, empathetic design is critical when you're developing consumer products for overseas markets, where preferences for product sizes, colors, and applications may be quite different from those found in the home market.

Immersion

In their fine little book *Simply Better*, Patrick Barwise and Seán Meehan use spy writer John le Carré's warning—"A desk is a dangerous place from which to watch the world"—to remind executives to get

out of their offices and immerse themselves in the world of customers and competitors. But simply getting out there is not enough. The authors cite research showing that CEOs of high-performing and low-performing companies spend roughly the same amount of time with customers (18 percent and 15 percent, respectively), but there is a qualitative difference in how these leaders spend their time.

The CEOs of the low performers spent much of their time with customers socializing at cultural or sporting events. While entertaining may help solidify some relationships, it does not present a good context for useful customer feedback. CEOs of high performers, on the other hand, were less interested in such socializing; they wanted to get down to business and, especially, to know how their company was performing relative to its promises and the customer's expectations. They also persistently asked their customers how they could do better.⁴

Immersion by key people is important, but particularly so for high-ranking decision makers, for the simple reason that they can get the organization to respond. Executives don't like being told, "Your product is inferior to what we can buy elsewhere cheaper." And they don't like hearing, "It takes over an hour to get someone in your customer service center to even talk to us." They are embarrassed to the point of doing something about it. If a sales rep reported those comments, management might brush them off: "That sounds like an excuse for not getting the order." Or the sales rep's report might go into a complaint file and not be acted on for months—if at all.

Executive "immersees" should be particularly alert to customer dissatisfaction—not solely with their own product and service, but also with the category in general. "All of these products are (too heavy, too expensive, difficult to use, impossible to adjust, etc)." Category dissatisfaction can be a key indicator of market opportunity. For more on this, see "Tips for Making Your Workforce Outward-Looking."

Note: One of the important goals of market research is to determine what customers value. What results do they want? How do they want the results delivered? What price are they willing to pay for the results they seek? If you and your colleagues would like a

Tips for Making Your Workforce Outward-Looking

Although marketing usually has the formal responsibility of actively seeking new market opportunities, everyone in the market-oriented company should be “outward-looking.” The reason is that people with different training and experience are likely to catch something that others—such as marketing professionals—would miss. Here are a few ways to keep your people in touch with the external world of customers, competitors, and change:

- Send technical people to scientific, technology, and customer conferences.
- Create a small team of technical people and give them the part-time chore of scanning the literature and industry news for technical developments that might either threaten or provide opportunities for your business.
- Regularly sit in the customer call center.
- Start an informal luncheon to which academics and other experts are invited to talk about trends and new developments.
- Send executives and non-sales managers on customer calls with field reps. They can learn more about customers and competitors from doing this than from a stack of research reports.

“thinking tool” to explore these questions, turn to the “Calculating the Value of a Customer” worksheet in the appendix.

We have now examined two general ways of understanding customers and finding market opportunities: formal research and informal methods that bring you into close contact with customers. Which is better? Actually, better is not the issue, and choosing between them is not a

solution. Experienced marketers know that they must do both, because each approach delivers an indispensable quality of understanding. Executives and managers can read market reports by the basketful, but they will make better decisions if they also develop a more visceral and empathetic sense of what customers are seeking.

Summing Up

- Market research is a process for listening and learning, with the goal of making better decisions.
- Formal research includes direct observations, experimentation, the gathering and analysis of purchase data, customer surveys, focus groups, and contacts with dissatisfied and lapsed customers.
- Concept testing and conjoint analysis are formal methods for analyzing buyer preferences.
- The price elasticity of demand technique quantifies the impact of price changes on customer demands. Marketers need to understand the impact that price has on demand.
- Lead users are companies and individuals whose needs are far ahead of market trends. By observing them, marketers can develop ideas for innovative new products and services.
- Empathetic design gives researchers an opportunity to understand how people actually use products and services.
- Decision makers who directly hear customer wants or complaints are much more likely to respond to them than do those who experience customer issues indirectly through research reports.

Notes

Chapter 3

1. Vincent P. Barabba and Gerald Zaltman, *Hearing the Voice of the Market* (Boston: Harvard Business School Press, 1991), 61.
2. Vincent P. Barabba, *Meeting of the Minds* (Boston: Harvard Business School Press, 1995), 127.

3. Dorothy Leonard and Jeffrey F. Rayport, “Spark Innovation Through Empathetic Design,” *Harvard Business Review*, November–December 1997, 102–113.
4. Patrick Barwise and Seán Meehan, *Simply Better* (Boston: Harvard Business School Press, 2004), 66–67.

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