

# The Pink Door



The Pink Door embodies everything we love about downtown Seattle —a delicious combination of sophisticated and seedy. Located in the heart of Pike’s Market, almost hidden down Post Alley, is The Pink Door. The atmosphere is something out of a movie set —think Berlin in the late 30’s. The Pacific Northwest fresh catch of the day is not to be missed, but we’re also partial to several of the pasta dishes, especially the fresh shrimp and prosciutto, tossed with angle hair, olive oil and lemon.

**Pink Door**  
1919 Post Alley  
Seattle, WA  
206.443.3241

*In the alley between 1st Avenue and Pike Place and between Stewart Street and Virginia Street, it’s the one with the pink door.*

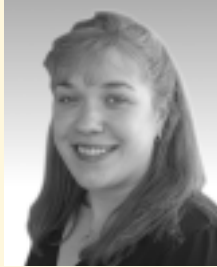
Reservations are encouraged and please, inquire about the entertainment. Depending on the night, you might find a real trapeze artist (kid appropriate) in the dining room or the next Nashville Star in the bar area.

## News at MMR/TT



**Alison Murphy Elected To The QRCA Board Of Directors**  
Alison Murphy was recently elected to the Board of Directors for the Qualitative Research Consultants Association (QRCA). QRCA is a worldwide organization

representing approximately 800 qualitative research consultants. Murphy has been an active member of QRCA for 10 years. According to Alison, *“being elected to the board is a tremendous honor, as it represents recognition by my peers of the contributions I have made in the qualitative research industry and the work I have done for QRCA.”* You can learn more about QRCA by calling Alison or by visiting [www.qrca.org](http://www.qrca.org).



**MMR/TT Welcomes Dawn Nelson**  
We’re pleased to introduce Dawn Nelson, MMR/TT’s newest researcher! As a Senior Research Analyst, Dawn will oversee the design and implementation of client projects. Prior to joining MMR/TT Dawn was employed with East Bay, a direct mail catalog and online retailer in the sporting goods category. Dawn has an BA in Sociology from the University of Wisconsin – Madison. In addition to her research role, Dawn is the proud mom of three little girls, all under the age of five.



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fresh

marketing

Get it  
While it's Fresh

We call it "immersion interviewing" because we are literally merging the technology with the consumer at the point of experience.

Imagine being able to gather information from your customers at the actual point of contact—right at the moment they experience your product or brand. Truly, nothing could be more "fresh" and we have developed an efficient methodology for doing just that—a fresh research technique that combines the old with the new. Our recipe is simple—we take the survey to the consumer through Web-based technology, at the store. We call it "immersion interviewing" because we are literally merging the technology with the consumer at the point of experience. An ideal marriage of online survey technology and the mall intercept concept, immersion interviewing gives our clients the ability to gather critical data at a critical moment: the point at which the consumer experiences the brand.

Our client, a major retailer, presented us with the challenge of gathering the opinions of shoppers as they experienced a newly designed retail "concept" store. Because the new store was a departure from the existing store design, it was important that we capture shoppers'



reactions in real time. The old-fashioned method would have been to intercept customers as they exited the store and taken them through a long, tedious survey as they stood juggling their purchases. **Here's the fresh approach.**

Computer stations were set up in a central location, just off the sales floor. Customers were recruited as they exited the store, either having made a purchase or after browsing. They were screened to meet certain demographic and purchase charac-

teristics, and once they agreed to participate in the survey, they were escorted to the computer stations where they completed a Web-based, self-administered questionnaire.

**The advantages to using this fresh approach were tremendous.** First, up to ten shoppers could participate at one time. Our job was to manage respondent traffic flow at the computer terminals and monitor results. Second, results were extremely accurate and, given that answers were entered directly into the computer, the editing, coding and tabulation process was fast and efficient. Our clients were thrilled because results were immediate.

Possibly the most important benefit of this exciting research method was the high degree of control it afforded us in conducting the survey, as well as assuring we recruited respondents who matched the desired customer profile. Key customer segments could be monitored and filled as needed in a very short time. Respondent questions/difficulties could be addressed immediately. The respondents benefited in "real time"  
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Bottom Line: Don't break out in a sweat the next time you are faced with the challenge of gathering customer feedback at the point of contact. Our portable and trackable immersion interviewing technology is truly a sweet and easy approach that works like a charm!

# The Tank Topper

When was the last time you introduced a new product consumers REALLY needed? A product so clever in its simplicity almost boarded on brilliant?

Introducing, the Tank Topper! —And, it gets our vote for new product of the year... although we're not exactly sure how long it's been around.

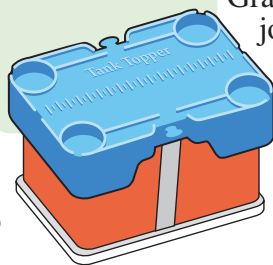
As more and more attention is paid to the fundamental rules of product positioning, it seems that less and less attention is often paid to the actual product being positioned. It stands to reason that before a product can be successfully positioned, it must be an inherently good product. But what, exactly, defines a good product, one worthy of and able to carry a strong, well thought out positioning platform?

We contend that it must first and foremost be born from a consumer need, which might be directly articulated or demonstrated through a compensatory behavior.

Ask any boater what he needs most (besides a bigger boat) and nine out of ten are guaranteed to answer "more seating" and "more cup holders."

The Tank Topper directly meets both needs. It instantly creates additional seating that is traditionally forfeited to the gas tank and at the same time, provides four

new cup holders. The primary product benefits are immediately understood. But wait, there's more. The Tank Topper also offers two important secondary benefits. It has a built in rule — critical to determining if that walleye is a keeper. It also has hooks to hang tools and secure the Topper, along with the tank, to the bottom of the boat.



Granted, it is often the job of marketing professionals to create new products consumers didn't know they needed. This is where the concept of compensatory behaviors comes

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into play. Consumers many not know what they need, but they certainly know how to work around something that is not working or not meeting their needs. How many boaters have put a boating cushion, a two-by-four or even a piece of cardboard over their gasoline tanks in an effort to maximize deck seating? None of these options are very comfortable, nor do they provide a place for a cold beverage.

The next time you are developing a new product, we recommend taking a hard look at consumer needs and determine where the deficits lay. At the same time, identify compensatory behaviors that occur as a result of these deficits. Not every need is as blatant as the one filled by the Tank Topper. But to be successful in new products it is critical that enough time is

spent with the target to truly understand their (changing) needs and behaviors.

One brainstorming technique we've used is to ask consumers what they do with a product that



they think is a little different from how others might use it. Take, for example, the mom of a toddler who told us in a brainstorming session she makes peanut butter and jelly sandwiches out of mini frozen pancakes. What a great idea and what a great potential new product —PB&J cakes! Another example is the man who confided in a focus group that every morning he makes his own version of a latte. He froths milk by shaking it in a small jar and pours the foam on top of his coffee. Volia, the geneses of another new product —instant coffee foam in a package, just add milk.

The bottom line: New product ideas are often found in the most obvious places, where consumers "live" and in how they compensate for what they are not currently getting.

# Good to Great

Why **Some** People **Make** the Leap...  
and **Others Don't** Author Jim Collins

## A Book Review

Have you ever found yourself in a situation where good enough just was not good enough? In today's competitive environment have there been times when simply doing a good job hasn't kept you competitive?

In his seminal book, *Good to Great*, Jim Collins (celebrated author of *Built to Last*) offers a new battle cry in the search of excellence: Good is the enemy of great. While the idea of pitting good as the enemy of great may seem a bit contradictory, Collins asserts that organizations must move beyond this contradiction to achieve excellence.

Collins and a team of 21 graduate students spent five years researching over 1,400 companies, searching for those that had made the transition from being good companies to great companies.

Eleven companies made the transition to greatness. To a large extent, the transition was credited to the CEOs, who, according to Collins, created a culture of deep organizational

caring. An atmosphere in which all individuals (including the CEOs) are more focused on the success of the organization than on their own success.

For an organization to shine, Collins stresses the importance of "getting the right people on the bus." When assembling the team it

**"Good is the enemy of great."**

doesn't initially matter where the bus is headed or even which seat these people take. The right people will work together to identify the direction, set the course and plow ahead to their destination. In many respects, the transition from good to great is a slow, simple one.

The bus doesn't abruptly change directions and a few potholes along the way don't derail its efforts. There's very little fanfare, no kick-off meetings, no bells and whistles. Rather, there is a deep passion for embracing the set strategy that runs through the organization, with individuals at all levels moving toward the well-defined destination.

Defining the destination is also a primary characteristic of moving from good to great. Collins is a strong supporter of the Hedgehog

Concept, using Isaiah Berlin's essay, "The Hedgehog and the Fox," to illustrate the importance of defining a core competency. According to Collins, it starts with understanding and doing the thing you can be best at in the world. This might not be something you are currently doing or even something you currently are good at. The hedgehog excels by doing one thing (rolling into a tight prickly ball). He does it well and his existence depends upon it. The same can be applied to your organization. Pouring time and energy into identifying the ONE area in which your company excels is essential to moving from good to great.

Exactly which of the 1,400 companies were successful in getting the right people on the bus? You're just going to have to read *Good to Great* to find out.

Bottom Line: Collins does a tremendous job providing tools and ideas to help your organization move from mediocre to marvelous. It's clearly time to get on the *Good to Great* bus. And, happy hedgehogging!

## Get it While it's Fresh

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as well, as they were given gift cards as compensation immediately upon completing their survey.

Among several other benefits we have realized from using this fresh, Web-based exit interviewing, are that it's both "trackable" and

"portable." We have already completed a second phase of exit interviews for our client, using the same method and survey, and have experienced equally efficient and effective results. As for "portability," our client is so pleased with this research method that we plan to

execute similar exit interview projects at additional new concept stores throughout the country in the near future.