

***Thought*SCAN[®]**

One-Minute CRM

**What Do They
Really Want?**



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Introduction

***Thought*SCAN[®]** **One-Minute CRM**

What Do They Really Want!

- ◆ Wallace & Washburn Inc. founded in 1976 in Boston has been in the forefront of **action-oriented marketing research** from its inception.
- ◆ Kim Wallace and Harry Washburn, founders and principals of the firm, both come from a strong background of packaged goods marketing (**General Foods, S.C. Johnson, Noxell, Colgate Palmolive**) at top New York advertising agencies.
- ◆ Discovering actionable breakthrough answers on an ongoing basis is what keeps W&W clients ahead of the game and leaders in their fields. Clients like **IBM, Blue Cross Blue Shield, Harvard Business School, Macy's, Reebok, P&G, General Foods and Fidelity Investments.**

Wallace & Washburn Clients

citibank

IBM®



P&G

Fidelity
INVESTMENTS

RbK



macy's



T.J. Maxx



The Problem:

- ◆ What people really want changes every month, every week, even every day.
- ◆ Responding to them based on what they really want now is the most powerful thing you can do.
- ◆ It's key to staying *ahead* of the game, *ahead* of your competitors.
- ◆ But you won't really know what they really want, and why they want it, using conventional research techniques.

The Problem:

- ◆ Conventional research is too **slow**. Too **infrequent**. Too **late**.
- ◆ Conventional research questionnaires are **too long, too boring**.
- ◆ Too many respondents **quit before completing** their questionnaires.
- ◆ Too many **don't even start**.
- ◆ The results are **badly skewed, out of date, old**.
- ◆ The results don't show ***what people really want, in their own words, now***.

The Solution:

ThoughtSCAN[®] One-Minute CRM



- ◆ ***ThoughtSCAN***[®] CRM reaches **Customers, Distributors, Suppliers, & Employees**, on an **ongoing** basis, every day.
- ◆ Captures **critical CRM opinions** in 60 seconds or less. Very accurate. High response rates.
- ◆ **Five question rotation format** covers as many opinion questions, ratings and demographics as you want.

The screenshot shows a survey form titled "American West One Minute Opinion Survey" with the "AW" logo. It contains five numbered questions:

1. Candidly, On A Thumbs Up Thumbs Down Basis How Do You Rate Us Overall?
 Two Thumbs UP
 One Thumb UP
 No Thumbs UP or Down
 One Thumb Down
 Two Thumbs Down
2. Why do you feel that way?
(Text input field with up/down arrows)
3. How can we improve our service?
(Text input field with up/down arrows)
4. What's Your Gender?
 Male
 Female
5. Into Which Age Category Do You Fall?
 Under 25
 25-34
 35-44
 45-54
 55 or above

The Solution:

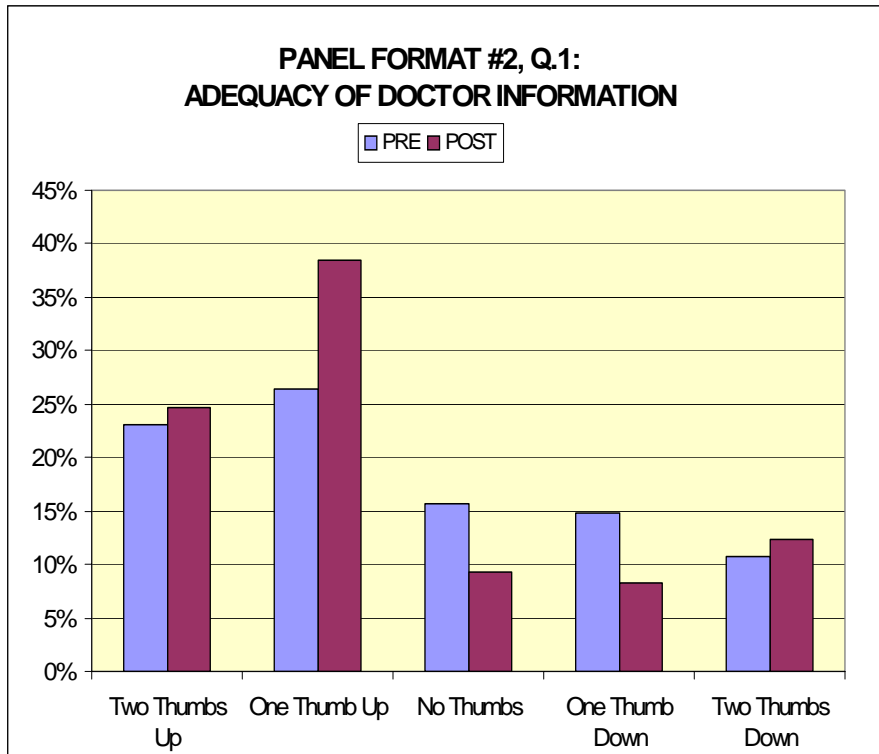
ThoughtSCAN[®] One-Minute CRM



- ◆ ThoughtSCAN[®] CRM shows you what people really want *now*, on a continuing, immediate, and comparative basis.
- ◆ It shows how people *rate you now*, and *why they* rate you differently, compared to previous data.
- ◆ It shows you *what they want and why, in their own words and ranked keyword sentences.*

Why settle for quantitative versus qualitative, when you can have both at the same time?

Quantitative & Qualitative



ThoughtSCAN[®] Textual Analysis
RESEARCH

Comments or queries: ghov@wrlhccwasthum.com (701) 235-8802

File List: [Scan text shown below]

Selected
Words: "time" "times" "need" "needs" "job" "jobs" "problem" "pro
(Unlisted keywords may be typed in, separated by spaces.)

136/287 Sentences Selected.

[Question: "What's your greatest fear service-wise?"]

(374) We try to order our windows we are on a short lead **time** and if we don't get them on **time** we have to send the crews back in **time** is money and if it is not there on **time** it costs us money.

(348) When I'm ready to go with the **job** I **need** to get the windows to arrive on **time** and if they're not on **time** it delays the whole **job**.

(311) We **need** the windows on **time** so the contractor can get his **job** done on **time**.

Keyword List

- 65 time
- 54 need
- 39 job
- 39 problem
- 14 window
- 27 not
- 19 can
- 17 so
- 15 customer
- 13 do
- 13 done
- 12 money
- 11 want
- 10 schedule
- 9 product
- 9 up
- 8 manufacturer
- 8 order
- 7 back
- 7 care
- 7 delay
- 7 down
- 7 important

Construct Word List
ThoughtCluster Analysis
View Sentences
Clean State
Return to Action Screen
Pin & Post Sentences?
Factory

Forget About Reading or Coding Masses of Verbatim Responses

- ◆ **Exhausting**
- ◆ **Unwieldy**
- ◆ **Highly subjective**
- ◆ **Time consuming**
- ◆ **All the detail is lost**
- ◆ **Expensive**



The Solution: ***ThoughtSCAN***[®]

- ◆ “Drills down” into qualitative verbatim feedback and reveals what people really mean ***quantitatively, in their own words & ranked keyword sentences:***
 - ◆ Totally objective
 - ◆ Much more accurate and revealing than coding
 - ◆ Statistically highly reliable
 - ◆ Language independent
 - ◆ Very fast
 - ◆ Lower cost

***Thought*SCAN[®]**

One-Minute CRM

The Challenge: Find what bothers builders most about our windows

Marvin Windows
Manufacturing Example

Assemble the Verbatims

Topic: Window Manufacturing

Question: What's your greatest fear, service-wise?

We need the windows when we need them. That would delay everything else if the window was not delivered on time. Construction is on a schedule and it could hold it up. For Most of our projects are tightly schedule we need them on time. In doing window replacement the homeowner needs to have a specific date to be to prepare for window installation. Scheduling of other trades if the windows are not on time. I need the manufacturer to back you up so I can tell my customers. That they supply their window in a timely manner so we can get our jobs done. When a customer has a problem they need it to be resolved in a timely manner to keep them happy. When I tell someone I will get I need it on time. Because of our schedule to get the job done on time. Time is money when it is not right it messes all of the other trades up. I want to make sure I do not have callbacks that will waste my time. So the job is not put on hold. If

Word Frequencies Generated

ThoughtSCAN[®]
R E S E A R C H

Textual
Analysis

W

Comments or queries: ebox@wallacewashburn.com (781) 235-8882

File List:

Marvin Windows

Selected

Words:

(Unlisted keywords may be typed in, separated by spaces.)

Keyword List

- 65 time
- 54 need
- 54 window
- 51 not
- 50 customer
- 39 job
- 39 problem
- 36 can
- 35 product
- 26 do
- 26 important
- 24 want
- 22 so
- 19 money
- 18 schedule
- 15 service
- 15 up
- 14 behind
- 14 manufacturer
- 13 back
- 13 don't
- 13 done

Construct
Word List

ThoughtCluster
Analysis

View
Sentences

Clean
Slate

Return to
Action Screen

Pre- & Post-
Sentences?

We need the windows when we need them. That would delay everything else if the window was not delivered on time. Construction is on a schedule and it could hold it up. For Most of our projects are tightly schedule we need them on time. In doing window replacement the homeowner needs to have a specific date to be to prepare for window installation. Scheduling of other trades if the windows are not on time. I need the manufacturer to back you up so I can tell my customers. That they supply their window in a timely manner so we can get our jobs done. When a customer has a problem they need it to be resolved in a timely manner to keep them happy. When I tell someone I will get I need it on time. Because of our schedule to get the job done on time. Time is money when it is not right it messes all

Key Words Ranked by Frequency

Q. What's your greatest fear, service-wise?

KEY WORDS	FREQUENCY
time	65
need	54
window	54
not	51
customer	50
job	39
problem	39
can	36
product	35
do	26
important	26
want	24
so	22

Key Word Sentences Ranked/Analyzed

ThoughtSCAN[®]
R E S E A R C H

Textual Analysis



Comments or queries: ebox@wallacewashburn.com (781) 235-8882

File List: (Scan text shown below)

Selected

Words: "time" "times" "need" "needs" "job" "jobs" "problem" "problems"

(Unlisted keywords may be typed in, separated by spaces.)

Keyword List

* <input checked="" type="checkbox"/>	65	time
* <input checked="" type="checkbox"/>	54	need
* <input checked="" type="checkbox"/>	39	job
* <input checked="" type="checkbox"/>	39	problem
<input type="checkbox"/>	34	window
<input type="checkbox"/>	27	not
<input type="checkbox"/>	19	can
<input type="checkbox"/>	17	so
<input type="checkbox"/>	15	customer
<input type="checkbox"/>	13	do
<input type="checkbox"/>	13	done
<input type="checkbox"/>	12	money
<input type="checkbox"/>	11	want
<input type="checkbox"/>	10	schedule
<input type="checkbox"/>	9	product
<input type="checkbox"/>	9	up
<input type="checkbox"/>	8	manufacturer
<input type="checkbox"/>	8	order
<input type="checkbox"/>	7	back
<input type="checkbox"/>	7	care
<input type="checkbox"/>	7	delay
<input type="checkbox"/>	7	down
<input type="checkbox"/>	7	important
<input type="checkbox"/>	7	take
<input type="checkbox"/>	6	arrive
<input type="checkbox"/>	6	has
<input type="checkbox"/>	6	someone
<input type="checkbox"/>	5	contractor
<input type="checkbox"/>	5	delivered
<input type="checkbox"/>	5	don't

[136/287 Sentences Selected.](#)

[Question: "What's your greatest fear service-wise?"]

(374) We try to order our windows we are on a short lead time and if we don't get them on time we have to send the crews back in time is money and if it is not there on time it costs us money.

(348) When I'm ready to go with the job I need to get the windows to arrive on time and if they're not on time it delays the whole job.

(311) We need the windows on time so the contractor can get his job done on time.

(271) There is a time limit and we need the windows in that time to get the job done.

(266) If I do not get the job done I don' get paid so I need the windows on time as ordered.

(262) I must make sure all my jobs get done on time so my windows must show up on time.

(236) Most of the time we are on a tight schedule we

Construct
Word List

ThoughtCluster
Analysis

View
Sentences

Clean
Slate

Return to
Action Screen

Pre- & Post
Sentences?

Frequency
list size?

30

Lowest
scoring freq?

1

Scoring algorithm:

ThoughtSCAN[®] Example:

Marvin Windows: Builder Service

Objective Determine how to improve service

Data Source Current & prospective home builders

Question *“What is your greatest fear as a builder?”*

	<u>VERBATIMS</u>	<u>SCAN FREQUENCY</u>
ThoughtScan	time	65
	need	54
	money	19

Keyword Sentences *“Time is money. I need them on the day promised.”*
“Its a factor of time and delivery. There’s no flexibility.”
“I need them on time. Not earlier. Not later.”

Results Marvin implemented new program, dramatically increased on-time delivery, and has substantially increased sales and dealer satisfaction ratings .

The Solution: ThoughtSCAN® CRM

- ◆ ThoughtSCAN® CRM is available on an ongoing basis for a fraction of the typical cost of a major research study.
- ◆ It shows you how Customers, Distributors, Suppliers, & Employees *rate you now* versus the last time, and *why, in their own words* on your most important issues.
- ◆ It shows you *what they really want*, and *why, in their own words and ranked keyword sentences.*

ThoughtSCAN[®] Example:

Charles River Labs Test Animals: Service

Objective Determine Charles River Labs' image in customer service

Data Source Biotech companies using animal testing

Question *"What is Charles River Labs' greatest weakness?"*

	<u>VERBATIMS</u>	<u>SCAN FREQUENCY</u>
ThoughtScan	deliver/y/ed	32
	healthy/unhealthy	37
	Air	25

Keyword Sentences *"Stress of test animals in **airplanes** is a problem."
"Their **delivery**. We need a direct shipment of the animals."*

*"Problems when **delivery** by **airline**. **Unhealthy** animals."*

Results Air delivery was dropped to avoid stress to animals.
Negative ratings declined significantly within 12 months.

ThoughtSCAN[®] Example:

Blue Cross/Blue Shield: Web Site Evaluation

Objective Determine consumer reaction to Web Site

Data Source Blue Cross/Blue Shield Web Site visitors

Question *“On a thumbs up thumbs down basis, how would you rate our site? (If Down:) Why?”*

	<u>VERBATIMS</u>	<u>SCAN FREQUENCY</u>
ThoughtScan	find	33
	provider/s	26
	information	20

Keyword *“Cannot find HMO Blue description. Need list of providers.”*

Sentences *“No information was available to research dental providers.”*

“Make provider directory easier to search out.”

Results The Web Site significantly increased provider information. Response was very favorable. ThoughtScan recommended to BC/BS national and implemented in other states.

ThoughtSCAN[®] Example:

PUR Water Filter: Brand Position

Objective Determine the most powerful brand position for PUR

Data Source Current users of home water filters

Question *“What interests you most about buying PUR Water Filters?”*

	<u>VERBATIMS</u>	<u>SCAN FREQUENCY</u>
ThoughtScan	worry	32
	off/turns off	27
	safe	24

Keyword Sentences *“No worry as to when the filter needs changing.”*
“The automatic shut-off saves me worrying.”
“You don’t have to worry about drinking contaminants.”

Results Product positioned as the only “Water Filter that Turns Itself Off When Full,” capturing a 50% market share within 12 months.

ThoughtSCAN[®] Example:

National Car Wash Association: Pricing

Objective Determine how frequent car-washers justify the expense

Data Source Frequent car wash customers

Question *“What is there about getting your car washed that justifies the price?”*

	<u>VERBATIMS</u>	<u>SCAN FREQUENCY</u>
ThoughtScan	feel	122
	good	89
	better	256

Keyword Sentences *“I actually **feel better** when my car has been washed.”*
*“I feel **good** when my car is clean.”*
*“Call me crazy, but the car drives **better** when it’s clean.”*

Results The National Car Wash association issued press releases nationally. The story was picked up by hundreds of publications including the Wall Street Journal and Forbes magazine.

ThoughtSCAN[®] Example: **Christmas Tree Shops: Marketing**

Objective Determine most powerful marketing approach

Data Source Christmas Tree Shops retail customers

Question *“What comes to mind when you think of Christmas Tree Shops?”*

	<u>VERBATIMS</u>	<u>SCAN FREQUENCY</u>
ThoughtScan	bargain/s	57
	fun	25
	love/like	17

Keyword Sentences *“Bargains, gifts, saving money...worth the drive.”*
*“I love to search out the **bargains** they offer.”*
*“Bargains, low prices and **fun** outing with friends.”*

Results Agency developed successful testimonial TV campaign with theme **“Don’t You Just Love A Bargain.”** Grew from 4 Cape Cod stores to over 35 in Northeast in 10 years. Bought for \$600 million last year. Same campaign!

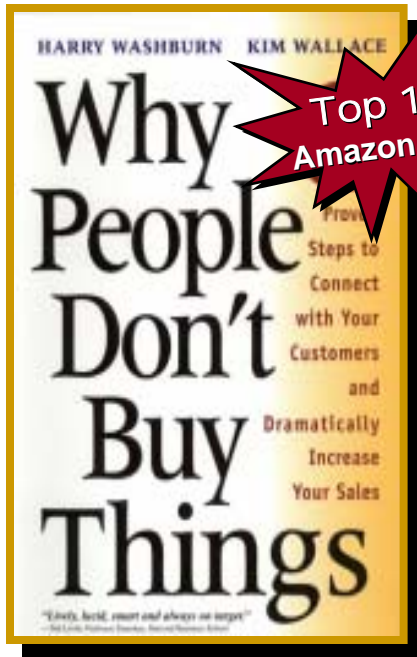
Wallace & Washburn Clients

- ◆ ABC, CBS, NBC
- ◆ ADWEEK
- ◆ **American Marketing Association**
- ◆ AT&T
- ◆ BASF Biotech
- ◆ Blue Cross/Blue Shield
- ◆ **Boston University**
- ◆ Brigham & Women's
- ◆ Braun
- ◆ **Christmas Tree Shops**
- ◆ **Citibank**
- ◆ Continental Airlines
- ◆ Crate & Barrel
- ◆ Faneuil Hall Marketplace
- ◆ **Fidelity Investments**
- ◆ General Foods
- ◆ **General Motors**
- ◆ Gillette
- ◆ GTE
- ◆ Harvard Business School
- ◆ Hewlett-Packard
- ◆ Hilton Hotels
- ◆ **IBM**
- ◆ **Lockheed**
- ◆ Lotus Development
- ◆ **Macy's**
- ◆ **Marshall's**
- ◆ Massachusetts General Hospital
- ◆ McGraw-Hill Training
- ◆ **MIT Sloan School**
- ◆ Nurse Practitioners Association of America
- ◆ PriceCoopers Waterhouse
- ◆ **Procter & Gamble**
- ◆ PUR Water Filters
- ◆ **Reebok Outlet Stores**
- ◆ **RIHGA Royal Hotel**
- ◆ Rupert Murdoch Pubs.
- ◆ Scudder Mutual Funds
- ◆ Sheraton Hotels
- ◆ **T.J. Maxx**
- ◆ Verizon

Background

- ◆ Wallace and Washburn are active in academia.
- ◆ Harry Washburn teaches Marketing, Advertising and New Product Development at the Harvard University Extension School. He also teaches at Bentley College and Babson College.
- ◆ Kim Wallace teaches Marketing in the Professional Development Program at the Radcliffe Institute.
- ◆ Harvard Business School has also been a W&W client for marketing research studies.





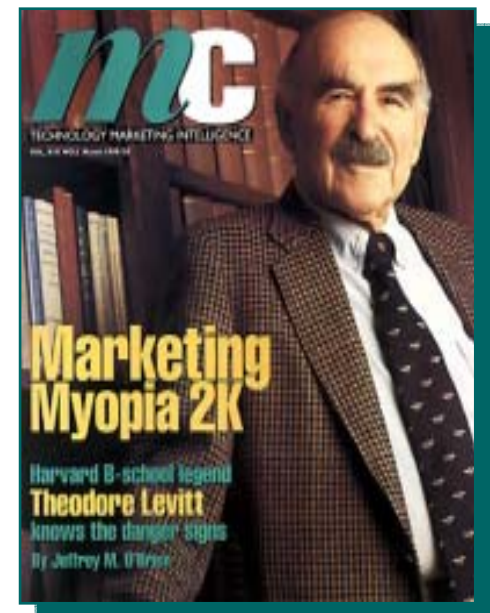
Why People Don't Buy Things

“Why People Don't Buy Things” has generated critical acclaim from the business, academic and media communities alike. It has never received less than a five star review. Here's a sampling:



Wallace & Washburn

- ◆ **“Why People Don't Buy Things is lively, lucid, smart and always on target. I'm impressed.” – Ted Levitt, Harvard Business School**
- ◆ **“W&W present the science of sales and introduce a new way to sell.” – IBM's “Beyond Computing” Magazine**
- ◆ **“Amazon.com's highest 5 Star Reader Review! The most pragmatic book on consumer marketing in years.” – Amazon.com**
- ◆ **“Get it while it's hot. A cutting edge curriculum for connecting with customers.” – Fast Company**





Management

Harold Washburn, Chairman

- ◆ Faculty, Marketing, Advertising, New Product Development, Harvard University Extension School
- ◆ Faculty, Marketing Management, Boston University MBA and Metropolitan College programs
- ◆ Founder, InterMarque Inc., Multicultural Brand Marketing, Boston
- ◆ V.P./Director of Marketing, Pearson & MacDonald Advertising Agency, Boston
- ◆ V.P./Account Supervisor, Humphrey Browning MacDougall Advertising, Boston
- ◆ Director of Marketing and Media, Marvin & Leonard Advertising, Boston
- ◆ Senior Account Executive, D'Arcy Masius Benton & Bowles, Top Ten Advertising Agency, New York.
- ◆ Harvard Business School, MBA

Kimball Wallace, President

- ◆ Faculty, Professional Development, Radcliffe Institute Seminar Program, Harvard University
- ◆ V.P./Account Supervisor, Humphrey Browning MacDougall Advertising Agency, Boston
- ◆ Director of Puerto Rico office, Norman Craig & Kummel, Top Ten Advertising Agency, New York
- ◆ Senior Account Executive, Lintas SSC&B, Top Ten Advertising Agency, New York
- ◆ Account Executive, Doyle, Dane Bernbach, Top Ten Advertising Agency, New York
- ◆ Recipient of the American Marketing Association's "Effie Award"
- ◆ University of Massachusetts, BA, President of Class



Management

Reilly Atkinson, Ph.D. Chief Scientist

- ◆ Founder, Consulting Statisticians Incorporated, Boston.
- ◆ Visiting Scholar, Harvard Business School.
- ◆ Senior Scientist, Arcon Corporation, Software Development, Boston.
- ◆ Author: “The New Haven Laboratory” and “Patterns of Urban Change”, 1974/5
- ◆ Assistant Professor of Physics, Tufts University.
- ◆ Stanford University, Ph.D. in Physics, 1964; Harvard University, A.B. Magna Cum Laude (Physics).

Owen Reddecliffe, B.Sc. Chief Information Officer

- ◆ Instructor, Monash University, Post-graduate Computer Science, Melbourne, Australia
- ◆ Development Manager, The Stock Exchange of Melbourne
- ◆ Senior Developer for Internet Standardization, Walker Richer & Quinn, Seattle
- ◆ Project Leader, Web Protocols development, Unisys, Australia
- ◆ Senior Analyst, Design of Burroughs B6500 system, Australia
- ◆ University of Adelaide, Australia, B.Sc. (Hons) in Theoretical Physics, 1966

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