

EVOLVING METRICS EVOLVING METRICS EVOLVING METRICS EVOLVING METRICS EVOLVING METRICS

Introduction

DTH (Direct to Home) Satellite Dish service was introduced in India by Dish TV (Zee group), Tata Sky and DD Direct Plus in the year 2004. This industry has been growing rapidly over the last few years- from about 7 million subscribers in 2007, it has grown to 31 million in 2010. It is estimated that around 1 million subscribers are added each month.

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BuzzWOM

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The category is expected to reach 64 million by 2015, and 83 million by 2020 making India the largest DTH market in the world.

While DTH is available at multi-brand outlets, exclusive brand outlets and can also be ordered online or by sending an SMS, approx. 90% of the category sales happen through Multi- Brand outlets. A multi brand outlet on an average stocks 3-4 brands.

The client wished to develop appropriate metrics for sales excellence to complement brand building efforts and thus aid in build-up of brand share.

Broadly, point of sales (POS) influences can either reinforce the shopper's preference prior to walking-in or can cause enough dissonance to alter the preference set leading to share gain or loss. It was this basic precept that guided our design for the research.

The problem

Our client wished to have a robust understanding of the hot buttons that need to be pressed at the POS to aid market share gains at POS.

- What HOT buttons should we press in the retail landscape?
 - SKU availability / Intensity
 - POS & Visibility
 - Recommendation by retailer
 - Margins, Tariff plans etc

• Causal factors, how do we...

- Change the retailer's perception on "perceived quality"?
- Improve relationship with the retailer?

About the data

The main data source is a tracking survey among retailers. This measures performance of the six major players in the DTH category, and is conducted amongst 1525 retail outlets every quarter across 20 circles (43 towns) spread all over India.

The key parameters captured in the survey are the number of units stocked, number of units sold, in-store and out-of-store visibility, space occupied by brand, his level of satisfaction with the DTH service company on various parameters such as the margins offered on schemes and aspects related to installation and promotional material, his perception of the product and tariff plans offered to customers.

Retailer's recommendation of DTH brands to the customers is captured through a mystery customer survey, which is conducted amongst the same retailers covered in the track.

SOGA (Share of Gross additions) data are taken from the client. This data constitute Industry sales figures of new connections by circles and quarters. The data used by us are aggregates/averages for circle x brand x quarter.

Challenges for Research

The key challenge for Research was to integrate the information on Stock Reach & depth of Stock, visibility share and compliance, Retailer Recommendation & Satisfaction from two different studies – Face to Face Retailer Interviews and Mystery Audits.

contd. on page 2...



OUT OF NOISE
Thomas Puliyel

President IMRB International

Companies are inundated with market data. In an information world and with technology we have reports that come from sales representatives, dispatch records of the distributor or wholesaler, loyalty card data, information from social media and the web, retail audit, consumer panel information, data from industry or trade associations

and custom research from research agencies, both qualitative and quantitative. Are we fully leveraging the insights that come from these varying sources? Can we look at the same data through different lenses, so that we can provide insights that would be useful to the CEO and the Board as well as separately for the Territory or Branch head? Can we look at this information not only with a view to understand what happened in the past but to predict the future?

IMRB now has specialist resources to help reap the full value of the databases that you own, from helping to archive the information, creating a dashboard to track trends and using pattern analysis and predictive models to forecast future market behaviour. So whether you are a manufacturing firm trying to understand consumers and markets better, a financial services firm to assess credit risk of future prospects, an airline or in the travel trade looking to identify opportunities to cross-sell offers, a telecom company or large format retailer trying to prevent customer churn, there's an efficient solution for you.

What is so special about this offer? The key point of difference is that not only can we stitch different data streams together; we can draw insights and tell a story in a way that marketing can understand and implement. So it is not analytics gobbledygook of neural networks and genetic algorithms but insights that can be helpful in realising market potential and predicting consumer behaviour. Write to Paul Abraham (Paul.abraham@imrbint.com) or me if you want to know how to make your data sing.

... contd. from page 1

The Retail Effectiveness Model

A path model explains the relationships between dependent variable, intermediary

Using an analysis of correlations and partial correlations, we can work out the path to

- i. Performance on timely settlement ensures Retailer Satisfaction with Service
- ii. Satisfaction with service leads to better presence in stores i.e. better extent of stocking

This is a fairly simple model, but it's

- happiness with trade margin/ schemes has an effect on overall satisfaction with the company's services... but it has an even stronger effect on the retailer's propensity to recommend the brand. (It may be recalled that "recommendation" is captured in a different survey with a different methodology)
- However, the retailer doesn't just recommend a product on the basis of margin alone. His perception of whether the product is a good one and is attractive on price also comes into play

THE ECONOMIC TIMES

Urban women's average income doubles in 10

MUMBAl: Reinforcing the growing financial MUMBAI: Remitiriting the growing says the independence of women. Thursday, February 24, 2011 1146 IST

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years

- Perceived consumer pull has the strongest influence on stocking incidence/depth of
- Retailer's overall satisfaction with service depends primarily on speed of response. The most important attribute is actually "timely settlement of claims"- more than time taken to book an installation, and still more than time to install/after sales service.



(in Proceedings

Retailer's recommendation of brand

- Quality
- Profit margins
- Tariff Schemes

- Timely booking of installation
- Timely settlement of claims
- After sales service

Visibility space at store

- Satisfaction with margin on schemes
- Satisfaction with point of purchase promotional material

Vanita Kohli-Khandekari mystery of missing Indian

829

7.222

Based on the new Path Model, the following final sets of attributes were used to compute the performance measure that goes into the sales compensation plan is given along side:

Implementation

examples are shown below:

The model does a reasonably good

job of predicting market share. A few

In response to the implementation of the new indices for retail effectiveness, there has been an increased focus on increasing the "share of visibility" at the store and maintaining

a good relationship with the retailer - by quickly responding to queries, sales representatives frequently visiting the store and ensuring the availability of required point of sale material and stock.

Greater focus on enhancing the experience through "Time taken to book an installation"

Actionability of Research

- The results so obtained are providing better fit between the SOGA and the Retail Metrics which was earlier not the case.
- The movements in SOGA across markets is being better explained by
- The client aims to action the findings of the research through setting up a team working on their lag markets to improve Retail Efficiencies.
- A robust framework for POS ROI can be formulated; this is significant as consumers make more choices in-store.

Here's what the head of marketing has to say:



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only found from reserve for this grown. One of the mean reserve is the pead one money, ing to the research, about 60 per corn of the river providence is the proving an ignoration has provide require.

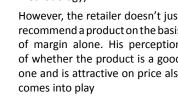
dependents and independent variables. Such a path makes it possible to identify the variables which have a direct effect on the sales and the variables which have an indirect effect i.e. impact sales through some other variable rather than impacting directly. The total effect of a predictor is defined as the sum of the direct and the indirect effect that it has on sales.

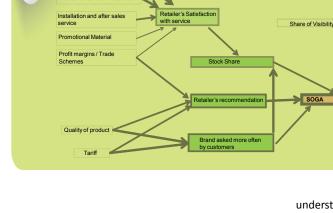
market share. We postulate that this is as follows

(possibly due to better retention) and better depth of stocking

iii. Better presence is one of the factors that drives market share

intuitively appealing and insightful: It's interesting to note that







Happenings

IMRB International:

The MR Agency of the Year

For the fifth time since 2005!

At the recently concluded 21st Annual Seminar of the Market Research Society of India (MRSI), IMRB International was adjudged the "MR Agency of the Year". IMRB has bagged this prestigious honor for the fifth time since 2005.

The Annual MRSI Seminar is a competitive showcase of the best work carried out by research professionals and also highlights the latest technological developments in the market research industry. The award winning papers from IMRB were 'Three Clicks to Cluster' presented by George John and V Renganathan for the Best Paper in Cutting Edge Research and the second runners up in the MR Works section 'Predicting the Unpredictable' presented by Seema Kapur, Abhijit Krishna and Karthik S. In all, there were 6 papers that were selected from IMRB for presentation at the Seminar.

Speaking about the award Thomas Puliyel, President, IMRB International said "It is an honor and privilege to receive this prestigious award for the fifth time. The only thing that we value even greater is the trust that Clients have in placing increasing levels of their business with us. It is this day-to-day recognition that inspires us to excel".

A panel of eminent senior marketing and research professionals short listed the best research papers from the entries submitted by researchers and marketing professionals. These were showcased at the two day conference held in Bangalore and the seminar was attended by about 200 marketing, advertising and research professionals.



(L to R) Ashok Das President MRSI & J Rajeratnam Senior Vice President IMRB International.

About Market Research Society of India (MRSI)

MRSI was established in 1988 and is a non-profit autonomous market research body formed by research providers and users to uphold and enhance the professional standards of market research and consumer insight in the country. The quality of talent in India has been wellrecognized in the research industry internationally, among the insight functions in global companies and in academia. MRSI has more than 40 corporate and 100 individual members.





Sumit Chandna, Krishna Mehra.

IMRB at The India Retail Forum (IRF)

"IMRB was the only Market Research agency invited to share perspectives with the audience during the session 'Role of Analytics & Data Mining In Understanding Buyer Behavior and Improving Performance." Puneet Avasthi, VP, IMRB | Retail represented IMRB at the forum.

Puneet spoke to the audience about the Geo-Demographic Profiling system for scientific catchment area prioritization and emerging possibilities with Loyalty Card data in assortment planning and planning of consumer promotions besides micro-targeting customers basis their buying history.

The two-day annual forum, perhaps the most important event in a retail executive's diary, was modeled around the theme of "Shopping for Retail Success." It was loaded with about 35 high-powered sessions, workshops and debates covering a wide swathe of topics that are of immense interest to India's \$28bn organized retail industry. IRF is India's biggest retail event packed with back-to-back sessions, workshops and exhibitions and unlimited networking opportunities. Over 3,000 leaders, delegates and stakeholders - virtually the Who's Who of the Indian retail industry - thronged the auditoriums and exhibition spaces of the India Retail Forum (IRF) 2011 that concluded with a colorful awards ceremony.

For information regarding this newsletter, email to imprint@imrbint.com or call on +91 22 24233674





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Presenting – the first ever syndicated c-sat in the life insurance space -CSMM's Insurance India 2011

Introduction

The life insurance sector in India is at the crossroads of change, with the recently enforced IRDA regulations poised to transform the way insurance,

particularly ULIPS, are sold and serviced. With an increasing ageing population, as many as 23 private players, numerous product options to choose from and innovative distribution channels, the awareness and demand for life insurance has increased significantly.

Did you know that the Life Insurance customer....



INSURANCE INDIA

Research shows that:

- charges attached to their policy
- Over a third of the insurance agents do not call back customers after policy is sold

The CSMM Insurance India 2011 is a comprehensive study amongst Life Insurance policy holders, which would assess and evaluate customers' feedback on all essential metrics that influence customer loyalty - transactions (such as branch, agent, customer care, application process, documentation, service communication) which are day-to-day in nature as well as long-term residuals such as company overall quality

> perceptions, reputation, brand image, and value that the customer derives from the services.

The study details:

- Comprehensive All-India study 14 brands, 600 customers per brand, 18 towns
- Will provide detailed brand level analysis on the service delivery levels
- · Will also provide sectoral trends, best practices and industry norms
- · Detailed findings will be out by mid November.

How will the study help LI companies?

The report will provide insights on how to increase customer retention and spark growth by providing answers to key questions:

- Which aspects of product and service are important to customers?
- What drives their loyalty?
- What are the customer perceived strengths and weaknesses of various brands?
- Which areas deserve the most focus i.e what are the actionables?

SUNDICATED STUDY

- Who are the 'truly loyal' customers and who are the ones at risk of defection?
- How to reduce the level of risk inherent in the customer base?

Companies could use the output of the survey both at a strategic level and tactical level:

At a strategic level – it would help companies

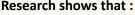
- Predict the likelihood of customer retention
- Captures the strength of loyalty
- Quantify the impact of perceptions such as image, value and quality on loyalty Home Owner
 - Benchmark their performance against competition

At a tactical level - it provides

- A road map for improvements of processes and transactions on a day to day basis.
- Prioritize action areas into three categories - critical, secondary improvement and leverageable strengths.
- Diagnosisofpossibleweaknesses using actual 'voice of customer' (qualitative comments) that are captured in the study

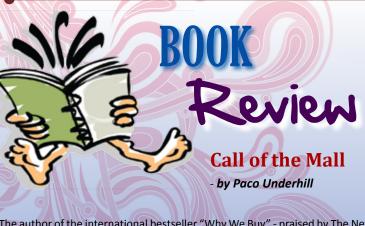
To know more write to kundhavi.bala@imrbint.com

The key challenge faced by the sector today is not just attracting new customers, but retaining them and ensuring a healthy renewal rate.



Surrender rate for the industry is to the order of 30% within the first 3 years of the policy

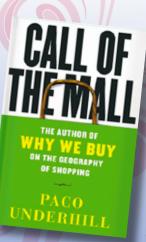
- Only one in four customers are aware of the nature of
- The IRDA website alone registers 600 customer complaints every month
- An average customer has to call more than once for the same problem



The author of the international bestseller "Why We Buy" - praised by The New York Times as "a book that gives this underrated skill the respect it deserves" - now takes us to the mall, a place every American has experienced and has an opinion about.

Paco Underhill, the Margaret Mead of shopping, has run hundreds of research assignments in malls across the country (and in Tokyo and European capitals). He has visited them, observed his fellow mall-ers, looked long and hard for his car in mammoth parking lots, chatted up the staffers, gone hunting for jeans with adolescent girls and anniversary shopping with guys.

The result is a bright, ironic, funny, and shrewd portrait of the mall -- America's gift to personal consumption, its most powerful icon of global commercial muscle, the once new and now aging national town square, the place where we convene in our leisure time.



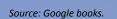
"Call of the Mall" is about desire and buying lingerie, about why the same camel hair coat costs twice as much in the women's department as it does in the boys'. It's about why shoes, handbags, and cosmetics are clustered, why Cartier is next to cut-rate, and why the movie theater is hard to

It's about the shopping mall as an exemplar of our commercial and social culture, the place where our young people have their first taste of social freedom, and where the rest of us compare

notes. "Call of the Mall" examines how we use the mall, what it means, why it works when it does, and why it sometimes doesn't.

Visiting the mall with Paco Underhill is a surprising and insightful tour through the American crossroads. "Why We Buy" changed the way we watch ourselves shop. "Call of the Mall" will deepen our understanding of how we live, work, play, and spend.

If you want a book reviewed or would like to review an interesting book write to imprint@imrbint.com







What are the biggest Challenges companies face today in improving CUSTOMER LOYALTY?



INCREASING CUSTOMER LOYALTY SHOULD BE **EVERYBODY'S BUSINESS**

A focused top-down approach to drive customer strategy, along with buy-in from all units/ departments should be the foundation of any customer loyalty improvement program. It is a myth that the employees in non-customer facing functions cannot contribute to increasing customer loyalty.

Marketing usually sees itself as the sole custodian of loyalty initiatives and rarely involves the other line functions in loyalty programs. Marketers should rather see themselves as 'facilitators' and encourage colleagues from other functions to contribute to the process.

ALL DEPARTMENTS SHOULD WORK TOWARDS A COMMON **CUSTOMER GOAL**

Often times, different departments within the organization have different goals and undertake different initiatives to meet those goals. A sales executive who is focused on bringing in the business may end up making tall promises on delivery or after sales service in order to win the business. The after sales service department, on the other hand, may not be geared to meet those promises. Similarly, very often, customers who try to cash in on their free coupons or vouchers, or redeem their points accumulated through a loyalty programme, are in for a rude shock when they are pointed to fine prints/ clauses and disclaimers at the point of sale. Departments within an organisation should stop operating in silos and work in cohesion and have the customer at the core of all their strategies and related activities.

ALIGNMENT OF INTERNAL PROCESSES WITH THE PROMISES **MADE TO CUSTOMERS**

A company that wants to 'make things easy' for its customers and uses this as the core of its communication strategy, should make sure that its internal processes are geared to facilitate this, be it the billing system, exchange policy or product upgrade policy. Otherwise employees will be faced with a lot of angry customers whose expectations have been raised, whereas the ground reality does not match those expectations. Companies should be willing to adapt their processes to suit the customer rather than expecting customers to adhere to internally set processes.

Closely related to internal processes is the critical aspect of empowerment. Many a time customer facing executives do not have the empowerment to take a decision for a customer, even if the customer demands are justified and reasonable. Their hands are tied down by the processes they have to necessarily adhere to.

SATISFACTION DOES NOT GUARANTEE LOYALTY

Finally, a satisfied customer is not necessarily a loyal customer. Research has shown that a sizeable chunk of satisfied customers (anywhere between 15% and 30%) leave the company. A similar proportion of dissatisfied customers continue to stay on. Companies should try to measure satisfaction with the purpose of internal benchmarking and to ensure conformance. Loyalty is achieved by going beyond satisfaction to getting to know the customer and his needs better and making an emotional connection with him.

Send in your queries on Customer Loyalty to praveen.nijhara@imrbint.com





Manish Dubey

SVP & Head, Marketing ICICI Prudential Life Insurance Company Ltd.

1. Market Research & its contribution to your company.

In the last 10 years, the Life insurance industry has seen a lot of dynamism. The industry opened up to see more than 20 new companies entering it. This was followed up by a huge expansion drive with a lot of new offerings for the consumers. It also meant large number of people getting employed in the category. Then came the 2008 financial meltdown. This was followed by the changes in the regulatory structure. In such a dynamic and competitive scenario, information is never complete and situations are mostly uncertain. Market research and information analytics play a very important role to help decision making under such circumstances. We have used MR extensively in our company.

2. Can you tell us about your experiences with IMRB, and the areas that it has worked with your company (you could also mention how long your current company has worked with IMRB)

IMRB has partnered with us for many years. We have the benefits of their expertise in varied areas like new product concepts, communication testing, brand management, recruitment, micro-insurance offering, media effectiveness etc. A special mention should go for their work in the area of customer satisfaction and service improvement. I believe the research output is greatly influenced by the people working on your project. We have been happy to have some of the very bright people working on our projects.

3. What are the areas that you think MR is growing and areas where MR is lacking

One key growth area for MR is the digital space. With so much happening there, the internet and the mobile will be the new source of consumer understanding and insights. Project teams should also focus on adding perspectives from other studies to get a better perspective of the given problem. For that internal knowledge sharing within the research agencies will have to improve.

4. Any thing else that you would like to add for our readers.

I have two points to share:

- Quite often, we use research to find out direct answers to a given problem. That is not the right way to use research. This is more so when the problem is complicated. Research should be used to validate YOUR hypothesis about what the answer could be.
- 2. One can never expect to get the full picture from a power point slide. For using research effectively, you need to go out and OBSERVE the consumer and be a part of the picture when the consumer is narrating his or her story.



FICICI PRUDENTIAL



Reach of various

channels

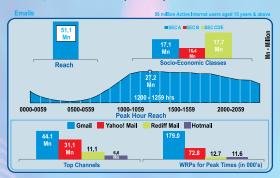
Social Networking: 42.6 Mn

The Pentaprism of Internet Usage in India

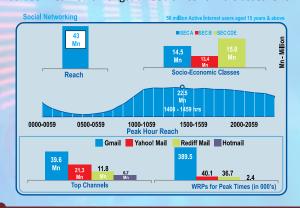
The medium of Internet has been growing in India by quite a substantial measure. The growth, however, has received thrust from certain specific usage behavior witnessed among Internet users in India. With the use of IMRB International's Web Audience Measurement (WAM) platform, there are 5 major categories of such usage that emerged: Email, Social Networking,

Finance, Online Travel and Cricket. In addition, the peak time periods of these categories are vastly different.

There are nearly 56 Mn active Internet users who are aged 15 years and above in urban cities of India. The data from WAM reveals that Email charts itself highest in terms of Internet usage by the active Internet Users (15 years and above). Social networking ranks second with close to 43 million people using various networking sites in the month (April -11). Activities like Finance, Online Travel and Cricket comparatively ranked a distant 3rd, 4th and 5th respectively.



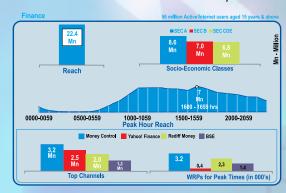
With a total of about 51 million users in a month, 'Email' most certainly has penetrated with fairly deep roots. Day-in and Day-out 'Emails' have been adopted in large numbers by varied set of individuals – for both professional and personal need. Universally accepted as one of the fastest modes of communication, Email doesn't find it difficult to penetrate into the remotest internet enabled places in India. Its utility has been realized amongst all Socio-Economic Classes. SEC A



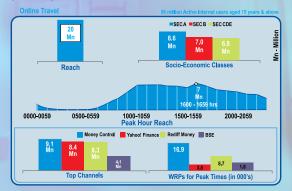
individuals use emailing services the most with as many as 17.1 mn users. However, SEC A usage is overpowered by the consolidated usage SEC CDE together with close to 17.7 mn

Usage of emailing services approaches its peak during 12 noon to 1 pm. Close to 27.2 Million (Out of 51 Mn) users visited Email sites during this peak hour in the month of April 2011.

Trailing 'Emails' by a mere 8 million in reach, 'Social Networks' continue to bring in dynamism to the internet landscape of India. Individuals of all ages have been using Social Networks - for finding old friends or keeping in touch with the existing ones. The total reach of 43 million is mainly driven by a similar composition of Socio-economic classes to that of 'Emails'. Heavy penetration (as much as 15 mn) from SEC CDE is also noted in this genre. Such strong SEC composition in a comparatively newer activity like Social Networking assists opening up the Internet further as an advertising vehicle for lower classes and remotest areas in the country.

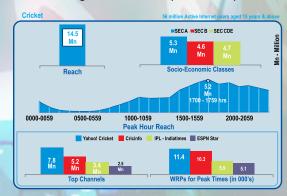


Finance websites grow in importance to accumulate information and knowledge for both online and offline investing. Today these portals have become one of the most effective tools used by investors, financial advisors and corporate enterprises. With the increasing use of the Internet in every field, it is not surprising that the overall reach of this genre is ~ 22.4 million users in the month (almost 50% of the entire internet universe). Leading the SEC chart is the SEC A group, which constitutes ~38.39% (8.6 million) of the users. Not far behind are the SEC B and SEC CDE groups comprising of ~31.25% (7 million) and ~ 30.35% (6.8 million) users respectively.



The ease and convenience offered by Online Travel websites, makes them the next big hit after Emails, Social Networking and Finance categories. This genre boasts of ~ 20 million users per month. On further segmentation, SEC A group is once again found to be the leader with ~7.3 million users. Giving a tough competition to class A, SEC CDE and SEC B groups, comprise of ~6.8 million and ~5.9 million users respectively.

At 14.5 million users per month, the reach of Cricket websites is by far the smallest in comparison to all the above mentioned genres. However, it is interesting to observe how this reach varies with regards to the SEC Segmentation, WRPs, different online portals, and time frames. Apparently, a difference of a mere 0.1 million users is observed with regards to SEC B and SEC CDE groups in this category. At 5.3 million, SEC A group is the leader among the internet savvy cricket crazy audience.



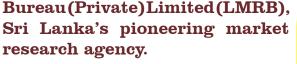
About WAM (Web Audience Measurement)

WAM is an offering from IMRB International which provides publishers, planners and advertisers a common platform to identify trends in Internet usage in India as well as plan for better media planning. The panel based approach adopted by this system has been made possible due to a unique metering technology custom built for Indian market. The meter is capable of capturing internet usage data from multiple machines and still attribute to the same panelist. Further, the meter allows the flexibility of capturing only the panel member's data in case the machine is used by multiple users. The meter can capture data from multiple browsers (all versions of IE, all versions of Chrome, Firefox, Yahoo! Messenger, Google Talk and MSN Messenger). The data reporting is being done through the well established Media Xpress tool customized for the Internet market. The reporting tool called Web Xpress allows pre and post media planning, duplication analysis and profiling apart from the usual trending tools. The tool is also capable of reporting at day level and at day-part level across flexible demographic groups.

Authoured by: Tarun Abhichandani tarun.abhichandani@imrbint.com



Kantar Acquires 100% of Lanka Market Research



Kantar is one of the world's largest insight, information and consultancy groups. By uniting the diverse talents of its 13 specialist companies, the group aims to become the preeminent provider of compelling and inspirational insights for the global business community.

Speaking on the acquisition Himalee Madurasinghe Chief Executive, LMRB said "We are confident that this acquisition will

further help us to strengthen our own capabilities and offerings. We are in the process of launching a range of new services including the Target Group Index (TGI – a single source marketing and media survey)

and setting up specialized units for Social Research and Shopper Research. LMRB has been pioneers with its offerings in the Lanka Market with custom research and syndicated products like the National Media Survey, Radio Audience Panel, and TV People meter measurement. We are committed to providing innovative insights and proactive offerings to assist our Clients in this market".





