Impuls AgriTech Call 2026

Market Research

Trainer
Dr. Eva Bozilovic Schrack

Generalitat de Catalunya
Departament d'Empresa i Treball

Cofinançat per la Unió Europea

Subvencionat pel Departament d'Empresa (**Programa Primer)** i amb el cofinançament del Fons Social Europeu Plus

Before Anything

- ✓ Leading the change in society
- ✓ Having ideas with triple impact
- ✓ Passing the screening pitch for Agritech

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Several Milestones to Come

- ➢ Social Pitch
- ➢ Sales Pitch
- ➢ Investors Pitch

- ➢ You Need To Show Data

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About Me

<u>Adjunct professor at GBSB and other business schools</u>

- Market Research
- Marketing of Innovations
- Social Entrepreneurship
- Technology & Innovation in Fashion & Luxury
- Doing Business in Europe
- Marketing Mix
- Marketing Principles & Practice
- Marketing in Fashion & Luxury
- Luxury Principles & Practice
- Sustainable Tourism

Tutor and Committee Member Theses
Master and BBA

Career Coach with Master Students

Contact:
eva.bozilovic@faculty.gbsb.global

LinkedIn
https://www.linkedin.com/in/evabozilovic/

Education & Work Experience

<u>Education</u>

PhD Management & Business
MBA Communications & PR
MBA Tourism & Leisure

Marketing and Business Consultant
Marketing Manager - International fashion company
Marketing Manager - Steel industry
Marketing - Telecom industry
Marketing and operations consultant - Hospitality

<u>Mentor and trainer at G-Accelerator</u>
Start Up companies with and without social aims

LA VANGUARDIA


La barcelonina Grotesque Shoes ven la meitat de la producció a l'exterior

Sabates lliures de químics

ARIADNA BOADA
Barcelona

El dissenyador holandès Geert Slaats, creador de firmes de calçat com Rockport i Yellow Cab NY, va fundar Grotesque a Barcelona l'any 2006. Es tractava de crear una firma de sabates exclusives per a home i dona, i un any més tard, Eva Bozilovic, d'origen serbi i establerta a la capital catalana des de fa 10 anys, es va afegir al projecte.

"Vam veure que al mercat hi havia un buit per a les sabates ecològiques, lliures de químics, i que alhora tinguessin un gran component de disseny. En aquesta sintonia vam començar a dissenyar models atrevits inspirats a i per a Barcelona", explica Bozilovic.

El 2011 van obrir la primera botiga pròpia a Holanda, a la

Hi ha qui deixa petjada

Les sabates Grotesque presumeixen de disseny holandès, fabricació europea i pells lliures de química. Des de la seva botiga del Raval, auguren un estiu ple de color. Per Laia Beltran

"Geert Slaats és al darrere d'unes sabates que sorprenen i provoquen"

Your Deliverables of the Training

- Research brief
- Research form preparation (Word)
- Research tool execution (Google Forms)
- Data collection
- Research analysis
- Research report
- TAM SAM SOM

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Market Research Training Topics

The topic to be covered in today´s training:

- Introduction to Market Research
- Market Research Process
- Designing Market Research
- Qualitative Research
- Quantitative Research
- Research brief design and preparation

Startups Must Do Market Research

- It is a must to gather principal facts **before spending a lot of time and money on the startup**.
- Gaining real-time responses will make it easy for you to **adjust your product in the initial stages** of business.
- It will give you a chance to **identify mistakes and shortcomings sooner**
- It will get you prepared to take **corrective actions**.
- Collecting the right data is your key to **starting on a positive note** in the business world.

Question: Have you participated in other Incubators/Accelarators

No

Yes

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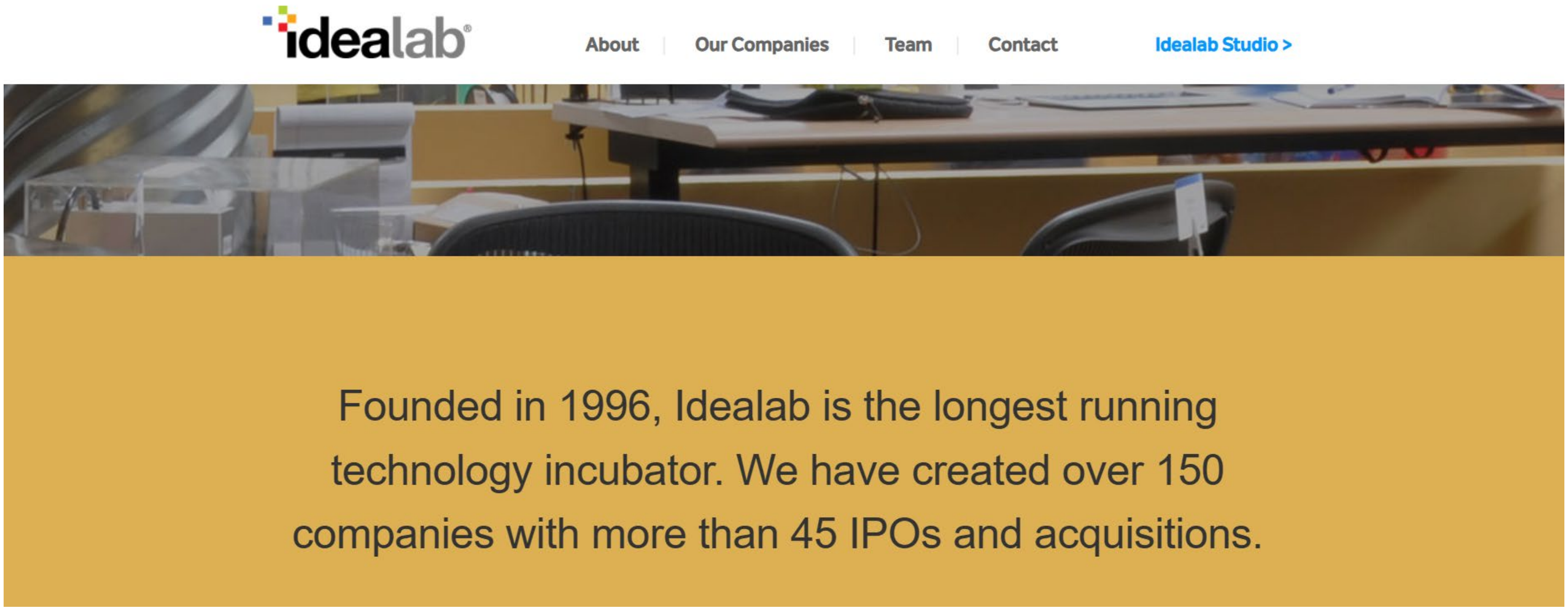
Learn From The Best Incubators/Accelertors



[Idealab]

Success Factors for Startups

Some of the IdeaLab Startup companies are :

AirBnB Book accommodations around the world

Dropbox Backup and share files in the cloud

Stripe Payments structure for the internet

Scribd World´s largest online library of books and audio books Scribd

Success Factors for Startups

Bill Gross - Chairman
Founded Idealab in March 1996.
Bill is a lifelong entrepreneur, starting his first solar business in high school.

He has founded a lot of start-ups and incubated many others and he got curious about **why some succeeded and others failed**. So, he gathered **data from hundreds of companies**, his own and other people's, and ranked each company on five key factors.

He found one factor that stands out from the others and surprised even him.

[Follow Bill on Twitter](#)
[Bill Gross: The single biggest reason why start-ups succeed | TED Talk](#)

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Question: Which Factor is Critical?

A - Idea

B - Team / Execution / Adaptability

C - Business Model

D - Timing

E - Funding

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Factor Critical for Success is:

D – Timing

While a startup's success depends on various factors, **timing is essential** as it can significantly influence market dynamics, competition, consumer behavior, funding, and overall market acceptance.
Choosing the **right time to launch a startup** can give it a **head start** and increase its chances of achieving long-term success.

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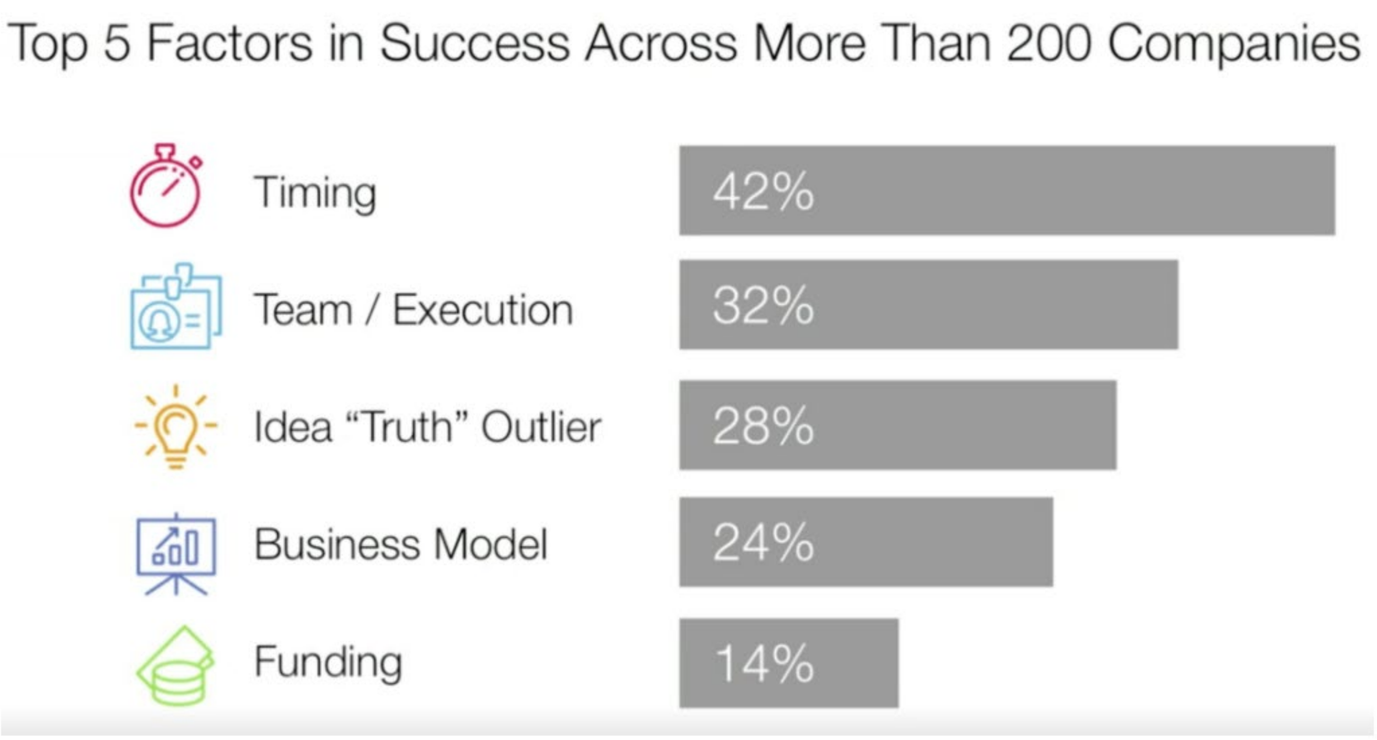
Success Factors for Startups



Slide from Gross' TED Talk: The Single Biggest Reason Why Startup Succeed

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Time is a Critical Factor for Many Aspects:

- **Market readiness**: A great idea or product might not gain traction if the market is not ready for it. Timing a startup when there is a genuine demand or problem to be solved increases the chances of success. Entering a market too early might result in limited adoption, while entering too late may lead to intense competition.

- **Competition**: The timing of a startup can determine the level of competition it faces. Being **first-to-market can give a startup a competitive advantage**, but it can also come with challenges like educating the market and building brand awareness. Entering a market with established competitors can make it difficult for a startup to gain a foothold.

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Time is a Critical Factor:

- **Technology and infrastructure**: Technological advancements can make or break a startup. Entering a market when the necessary infrastructure and technology are available can **streamline operations and improve efficiency**. For example, the rise of the internet and mobile devices created opportunities for numerous successful startups.

- **Economic conditions**: The overall economic environment can significantly impact a startup's success. Entering a market during **a booming economy** can lead to higher consumer spending and investor interest, while starting during a recession may present significant challenges. It migh as well be the other way round, depending on the business idea!

Time is a Critical Factor:

- **Funding availability**: Timing can influence a startup's ability to secure funding. Investors may be more willing to invest during **certain economic conditions** or when a particular **industry is experiencing growth**.

- **Cultural trends and shifts**: The cultural climate can influence consumer preferences and behavior. A startup that aligns with **current cultural trends** has a better chance of resonating with its target audience.

- **Regulatory environment**: The timing of market entry can be affected by the **regulatory landscape**. Entering a market when favorable regulations are in place can create opportunities, while **changes in regulations can disrupt** existing business models.

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Time is a Critical Factor:

- **Team and talent availability**: The availability of skilled talent in a specific field or industry can impact a startup's success. Timing the launch to coincide with the availability of the right team members can be crucial.

- **Customer adoption and education**: Timing can affect how quickly potential customers adopt a new product or service. If a startup enters too early, it may need to invest heavily in educating the market about its offering.

- **Business model validation**: Waiting for the right timing can give founders an opportunity to **validate their business model**, gather feedback, and refine their approach before scaling the startup.

Success Factors for Startups

- Established in 2008

- Established in 2009

Why was this timing so good?

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Success Factors for Startups

- **Recession**
- People **needed extra money**
- That made them overcome the fact that strangers will sleep/drive in their place/car

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Success Factors for Startups

Timing was crucial for the success of the Uber application in 2009 for several reasons:

1. **Technological Advancements: In 2009, smartphones and mobile apps were becoming more prevalent**. The iPhone had been introduced just two years earlier, and Android smartphones were also gaining popularity. These advancements in mobile technology provided the perfect platform for Uber to offer its on-demand ride-hailing service through a user-friendly app.

2. **Market Gap: At that time, traditional taxi services were often unreliable, inefficient, and had limited coverage in many cities**. Uber recognized this gap in the market and used the emerging technology to provide a more convenient and efficient solution for urban transportation.

3. **Early Mover Advantage: Uber was one of the first companies to offer a ride-hailing service through a mobile app**. Being an early mover in the market allowed Uber to establish itself as a dominant player before competitors could catch up. This advantage helped them build a large user base and driver network quickly.

Success Factors for Startups

Uber

4. Economic Environment: The timing of Uber's launch in 2009 coincided with the aftermath of the global financial crisis of 2007-2008. During this period, people were looking for cost-effective alternatives to traditional taxis and private car ownership. Uber's competitive pricing and ease of use appealed to many potential customers during this economic downturn.

5. Behavioral Shifts: The success of Uber was also driven by changing consumer behavior. People were becoming more comfortable with using mobile apps to access services, and the idea of sharing rides with strangers became more socially acceptable.

6. Investor Interest: Uber's launch in 2009 coincided with a time when venture capitalists and investors were actively seeking out promising startups in the tech sector. Uber's innovative approach and the potential disruption it could bring to the transportation industry attracted significant funding and support.

Success Factors for Startups

Uber

In summary, Uber's success in 2009 was a result of a perfect storm of technological advancements, market timing, early mover advantage, economic conditions, changing consumer behavior, and investor interest.

By tapping into these factors, Uber was able to revolutionize the transportation industry and become one of the most successful and influential tech companies of its time.

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Critical Factor - Timing

Options:

- Is it too early (you have to educate too much)?
- Is it early?
- Is it adequate timing?
- Is it too late?

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Reasons for Market Research

- **Timing is a crucial part of the startup´s success** and it forms an **essential reason for market research**.
  This phase should happen almost immediately after the founder comes up with an idea.
  Moving forward with an **idea that might not have market potential is a waste** of time/money/resources.

- Entrepreneurs tend to **fall in love blindly with their ideas**.
  Often there is a notion that customers will surely embrace it. This might (and very often) is not a case.

- You as entrepreneurs need to make something that the ***market wants and doesn’t already have***.
  If you do this, and you launch at the right time, you have an important advantage over your competition (if there is any).

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Avoid the Product/Service Failure

- Many startups think they operate without competition and that is rarely the case. There is always an **alternative way your customers could be spending their time/money**.

- Projects that skip necessery phase of performing a market research enter in a risk of product/service failure.

- In this page of the Harvard Business Review you can find a video that explains the main reasons for failure of product launches: [Harvard Business Review]

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Market Research Definition

Market research is the **systematic** and **objective** identification, collection, analysis, and dissemination of information for the purpose of **assisting management** in ***decision making*** related to the **identification** and **solution** of **problems** (and opportunities) in marketing.

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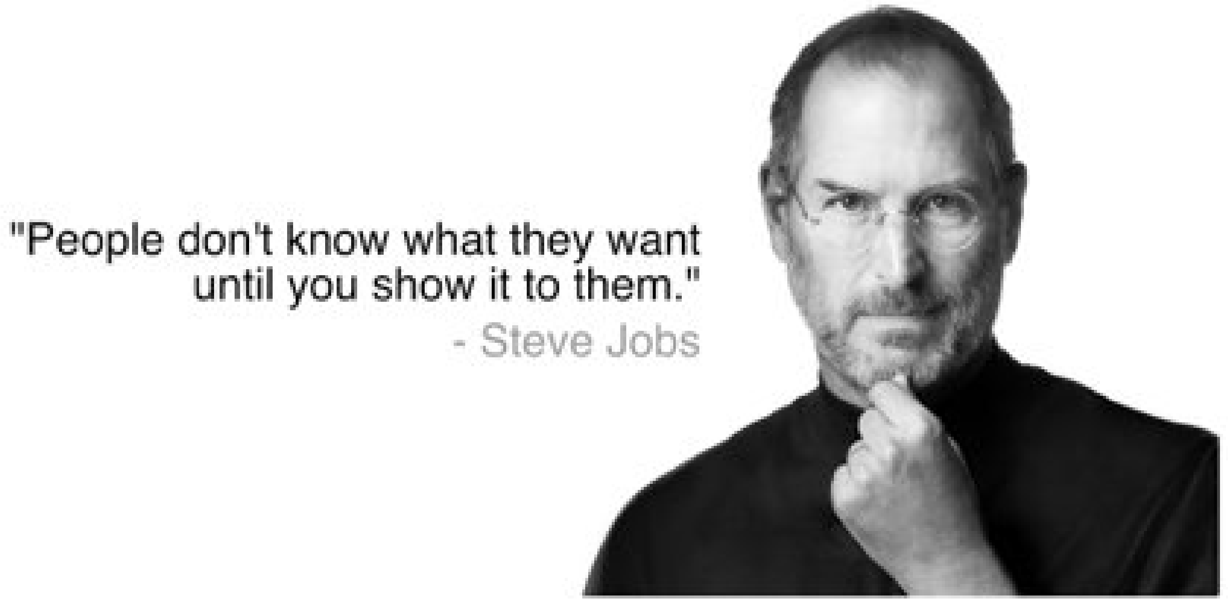
Intuitive Decisions Vs. Market Research

Intuitive decisions Vs.. **Market Research**

Intuitive decisions
- Gut feeling
- Prior knowledge
- Automatic
- Instinctive

Vs..

Market Research
- Provides hard data based on supportable facts



General recommendation: Combine the two!

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Market Research Institutions

ESOMAR (originally the European Society for Opinion and Market Research) https://www.esomar.org/

American Marketing Association (AMA) - https://www.ama.org/

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Market Research Challenges Nowadays

- **Saturation** with surveys - commonly used in day-to-day lives
- It is getting more **difficult to persuade people** to take part in research
- **Governments are interested** in the ways companies collect and use data
- **New forms of data protection legislation** place tighter legal restrictions on research

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Market Research Challenges Nowadays

Addressing these challenges requires a combination of innovative methodologies, ethical practices, and a deep understanding of consumer behavior and technology trends.

As technology and consumer behaviors continue to evolve, market researchers must remain adaptable and resourceful to overcome these obstacles and provide valuable insights to businesses and organizations.

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Questions for your Strategy

- What is the market?
- How do we segment the market?
- What are the wants and needs of each market segment?
- What is the size of each market segment?
- Who are our competitors?
- How do our competitors fulfil the needs and wants of consumers?
- Which segments should we target?
- Which model of a product/service should we use for that segment?
- Which is the optimal price for that product/service?
- Which promotional method should we use to be the most efficient?
- How shall we distribute the product?

Timely, accurate, objective

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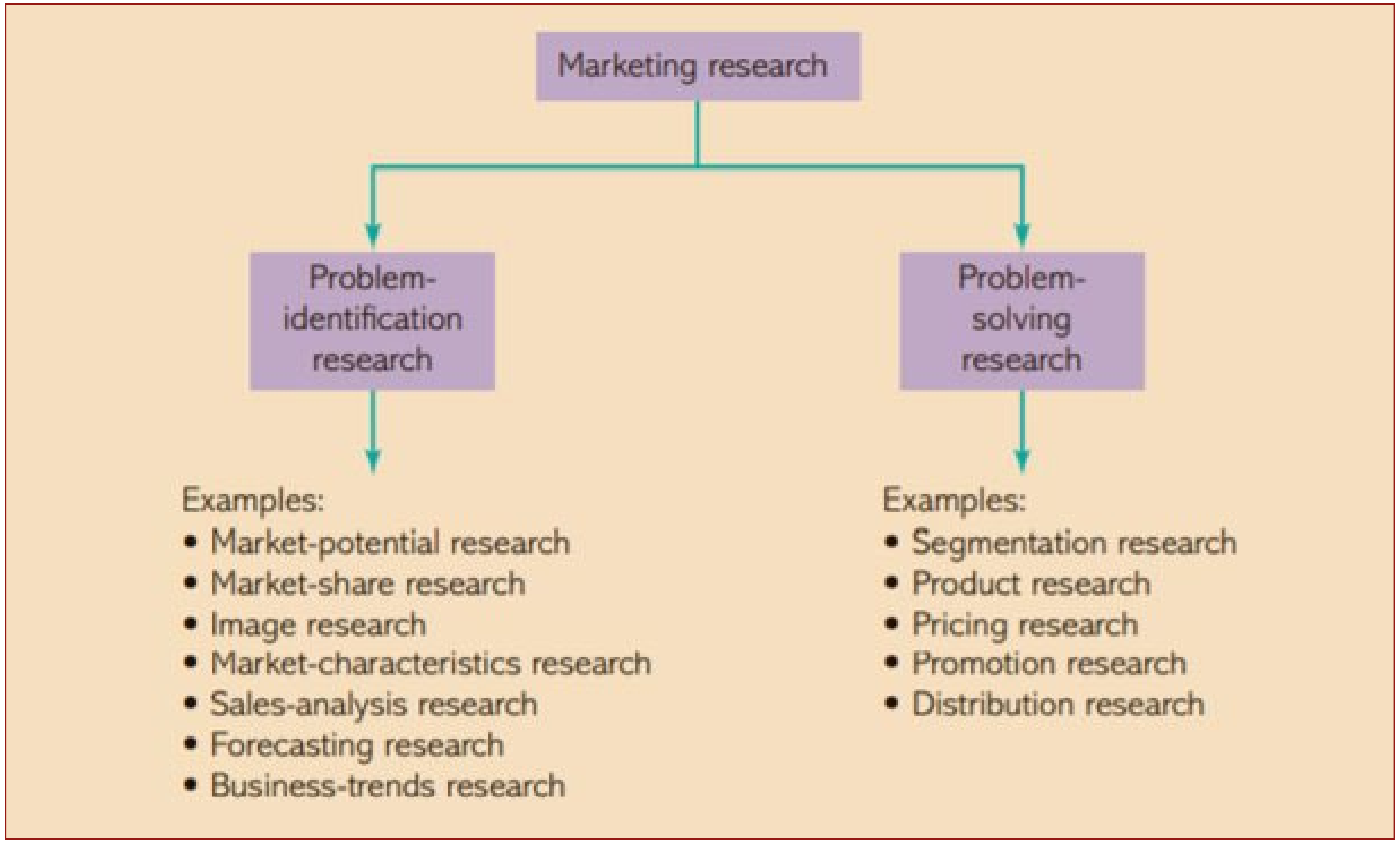
Classification of Market Research



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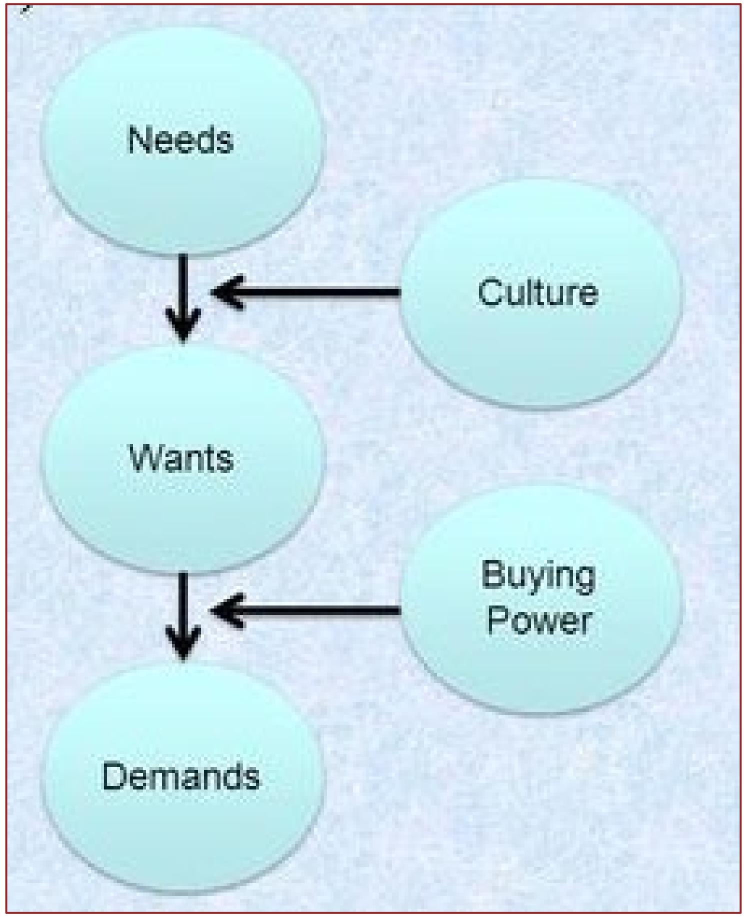
Customer is in the core



Be aware of the cultural differences between
- ➢ your country of origin!
- ➢ your own culture/values!
- ➢ local culture where your customers are!

Do no assume, but measure!

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Market Research Types

Data needed for marketing management decisions
can be grouped into two types: **primary** and **secondary data**

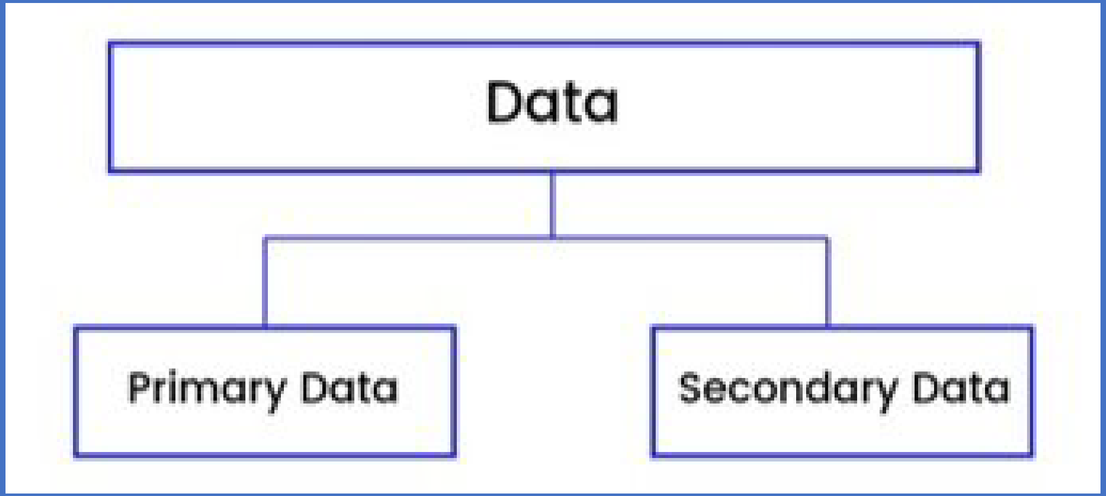
- **Primary data** refers to information that is developed and **gathered by the researcher** for the **research project at hand**.

- **Secondary data** have been previously gathered by **someone other** than the researcher and/or for some **other purpose** than the research project at hand.

Market Research Types

Which one is cheaper?

Which one is faster?



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Advantages of Secondary Data

<u>5 **advantages** of secondary data:</u>

1. It can be obtained **quickly**
2. Compared to obtaining primary data, secondary data is **inexpensive**
3. For almost any aplication, secondary data are **readily available**
4. Secondary data may **enhance primary data** by providing **current look** at issues
5. Secondary data may be **enough for reaching research objective**

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Disadvantages of Secondary Data

5 **disadvantages** of secondary data:

1. **Incompatible report units**

Country, region, city, ZIP code

2. **Mismatch in the units of measurement**

Businesses by sales income Vs. square meters Vs. No of employees

3. **Differing definitions used to classify data**

Household income in 3 classes 20K-35K, 35K-50K, 50K+, Vs. 80K

4. **Timeliness of the secondary data**

Data outdated or no longer available

5. **Credibility of the report**

Purpose of the study? Who collected information? How and what information?

Consistency with other information?

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Competitor Research

It's critical to learn the competitor landscape and main industry players, their pricing and marketing tactics.
We can learn about them from their users.

You can gather and analyse all the information available online: websites, blogs, press releases, social media accounts, press interviews, marketing campaigns and website traffic.

You can test competitors' products to understand their strengths and weaknesses.

Reading industry reports is also part of market research. It reveals the market size, the overall number of users and amount of money they spend on competitors' products.

This research helps you to define your **unique selling point**, and how you could differentiate from competitors.

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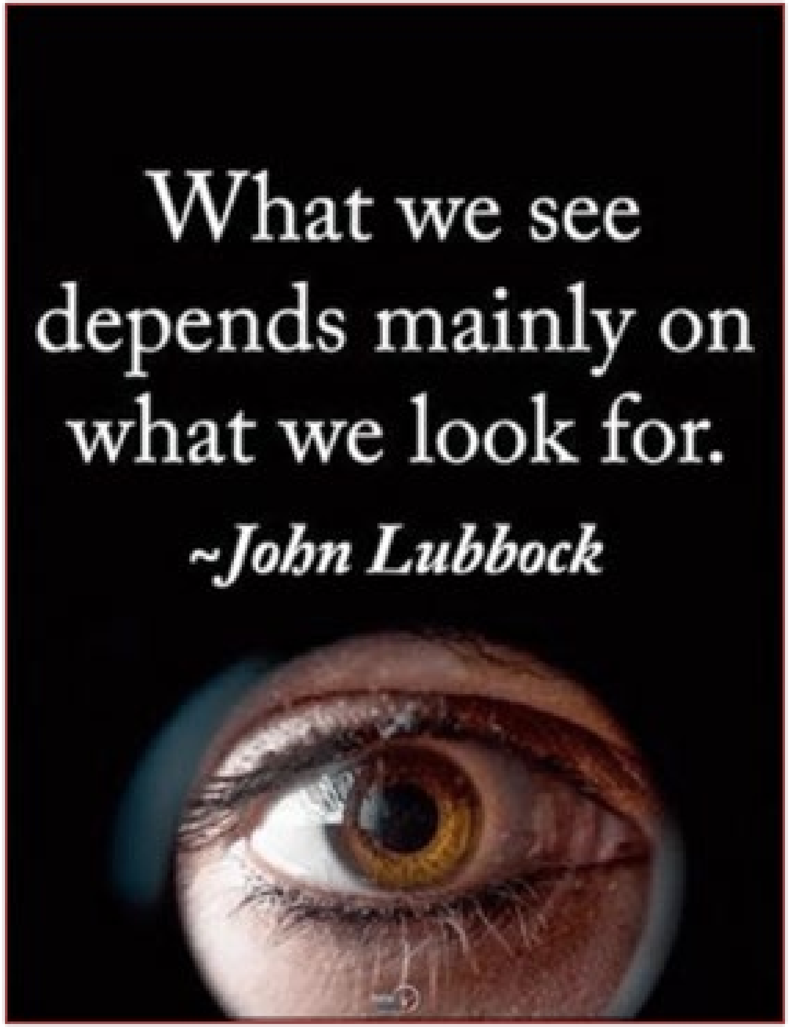
Secondary research

Where do you find them for your startup?



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Question

How Many Of You Have Looked Into Other Similar Companies?

How to Compare Data Collected?

Try to search for the closest match to the business for comparative analysis and consider these points:

- Companies of **relative size and budget**
- Companies **serving the same geographic area** as the proposed startup, which could be global if it's a web-based business
- Compare with the companies with a **similar ownership structure**. If your business will have two partners, look for businesses run and managed by a couple of partners rather than an advisory board.
- **Companies which are relatively new** and have started functioning recently because long-standing businesses are successful because of their 20-year business history and reputation.

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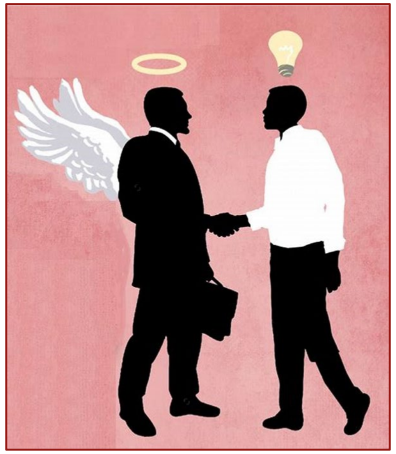
Understand, Convince and Impress



➢ By performing market research you as entrepreneurs will:

1. **Gain a better understanding** of the industry and environment you're entering.
2. **Convince** and **impress** investors.

➢ With quality **market research you will transmit two important things to investors**:

1. You are **committed to the success** of the startup.
   You have to state clearly who your competitors are and why you're different from the market.
   Consequently you gain respect from anyone who is looking to invest in your project.

2. You will make **investor´s job easier**.
   Investors work with investment funds and are required to conduct detailed due diligence process.
   They must be sure that all that you state in your business plan is feasible.

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What Drives Investors?

Start-ups seeking new investors, regardless of the level of investment, need to better understand what drives individual investors or venture capital firms.

Around **75% of venture capital backed businesses fail to get a positive return on capital (ROIC)** for investors. Because of this **risk**, investors have to be **selective**.

They are selective and in every phase they are looking for different aspects.

There are various rounds of funding in the startup funding process.
Do you know how they are called?

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What Drives Investors?

Statistic	Data
Startups failing overall	~90%
Startups failing in first year	10%
Startups failing in years 2-5	70%
Venture-backed startups failing (estimate)	75%

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Rounds of Startup Funding

There are various rounds of funding in the startup funding process. Startups typically go through **several rounds of financing** as they progress from the initial idea stage to becoming a fully matured and established company. Each financing round represents a phase of growth and development and involves raising capital from external investors. Here are the common rounds of financing that startups go through.

- **Pre-seed** (family & friends) Pre-seed funding is the **earliest stage of financing for a startup**. It is the very first money a company gets, usually from people they know personally. Pre-seed funding is used over a shorter period to create the foundational aspects of the business, like the initial MVP and founding team. It is designed to help the founders form a company, get operations going, and achieve the milestones they need to hit to raise a seed round Pre-seed rounds often are followed by other rounds.

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Rounds of Startup Funding

- **Seed funding** (angel investors, early venture capitalists, F&F) The funds raised in this round are used to validate the startup's idea, develop a prototype, conduct market research, and hire key team members.

- **Series A** - At this point, the startup should have a proven business model, some customer traction, and a well-defined growth strategy. Series A funding is usually provided by venture capital firms

- **Series B** - The Series B round comes after the company has achieved a certain level of growth and is looking to further expand and capture a larger market share.

- **Series C, D, E and further** - looking to dominate their market or expand globally

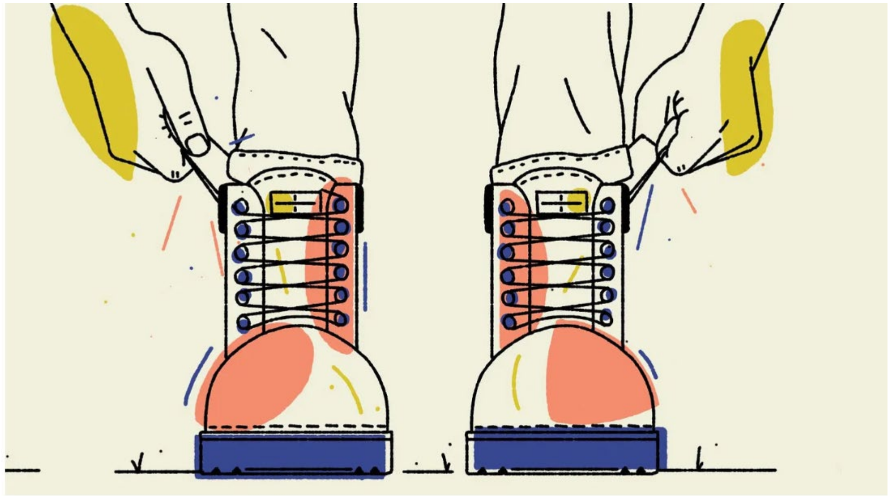
- Additional efforts to earn capital (if appropriate)

What Drives Investors?

TYPES OF FUNDING ROUNDS FOR YOUR STARTUP

Funding Round	Pre-Seed	Series A	Series B	Series C
Stage Focus	Proof of Concept/ Prototype	Revenue Growth	Growth	Large Scale Expansions
Common Elements of Growth	Hiring	Development, Operations, Branding & Marketing	Hiring, Market Expansion, Buying Businesses	Acquiring businesses, International Markets
Amount of Investment	$10k - $1MM	$10MM	$15 - $25MM	~$50MM

Bootstrapping



Do you know how what is **bootstrapping**?

Bootstrapping is when an entrepreneurs start companies with little capital, **relying on money other than outside investments**.

For example, they are bootstrapping when they attempt to found and build a company from **personal finances or the operating revenues of the new company**.

Example: GoPro cameras was a bootstrapped company that eventually went public with a $3 billion valuation.

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Bootstrapping

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What Drives Investors?

Most investors get involved with only a small fraction of ideas they screen, so it's essential **to stand out**.

Most investors look for **very specific** things when considering an investment in a startup business.

Investors will rarely invest in an existing and successful "me too" product where there will likely be a fight for market share.

Having ideas which are just a "good idea" is not sufficient.

Investors are looking for **meaningful, unique and innovative products/services**.

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Meaningful, Unique & Innovative Product or Service

Either way, the product or service should have **strong differentiators**. Investors look for a product or service with a **compelling reason for customers to change current habits**, or see something that is truly unique. Meaningful **patents or trade secrets** are highly desirable.

The **functionality** provided by a unique and innovative product should be readily apparent, making the **sale process easier**. **Minimal barriers** should stand in the way of the buying process, making it easy for customers to **convert**.

A **differentiated business model** is a major plus.

Example: Leveraging the internet has provided a way to reach consumers not easily accessible before – some notable examples are Direct shipping of FMCG, online mortgages (Quicken Loans), easy reach transportation (Uber, Lyft).

Searching for Patents

In Europe, you can search for patents through the **European Patent Office (EPO)** and various national patent offices. Here are the main sources where you can conduct patent searches in Europe:

European Patent Office (EPO) - Espacenet: The EPO's patent database, called Espacenet, is one of the most comprehensive sources for searching European patents.

It provides access to over 100 million patent documents from around the world, including European Patent Office (EP) documents and international patents filed under the Patent Cooperation Treaty (PCT).

Website: https://worldwide.espacenet.com/

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Searching for Patents

National Patent Offices: Each European country has its own national patent office where you can search for patents filed in that specific country. These national patent offices typically provide databases of patents granted within their jurisdiction.

Some of the major national patent offices in Europe include:

- Spain: Spanish Patent and Trademark Office (OEPM) - https://www.oepm.es/en/
- Germany: German Patent and Trade Mark Office (DPMA) - https://www.dpma.de/english/index.html
- France: National Institute of Industrial Property (INPI) - https://www.inpi.fr/en/home
- United Kingdom: Intellectual Property Office (IPO) - https://www.gov.uk/government/organisations/intellectual-property-office

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Searching for Patents

Google Patents: Google Patents is a free and user-friendly search engine that allows you to search for patents from around the world, including European patents. While it may not have the full features of specialized patent databases, it's a great starting point for preliminary searches.

Website: https://patents.google.com/

The Lens: The Lens is another free and open patent search engine that covers global patent data, including European patents. It offers various search options and analysis tools.

Website: https://www.lens.org/

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Market Research Suppliers

There are two types of market research suppliers by their relationship to the client: **internal** and **external**.

Internal supplier - a marketing research department located **within the company** where all the market research staff members are employees of the company. Most major corporations have their own market research departments. (**Client-side research, DIY**)

External supplier - research suppliers that are **not a part of the company**. The external supplier may offer the entire range of market services including problem definition, developing an approach, questionnaire design, sampling, data collection, data analysis, interpretation, and report preparation and presentation. (**Agencies**)

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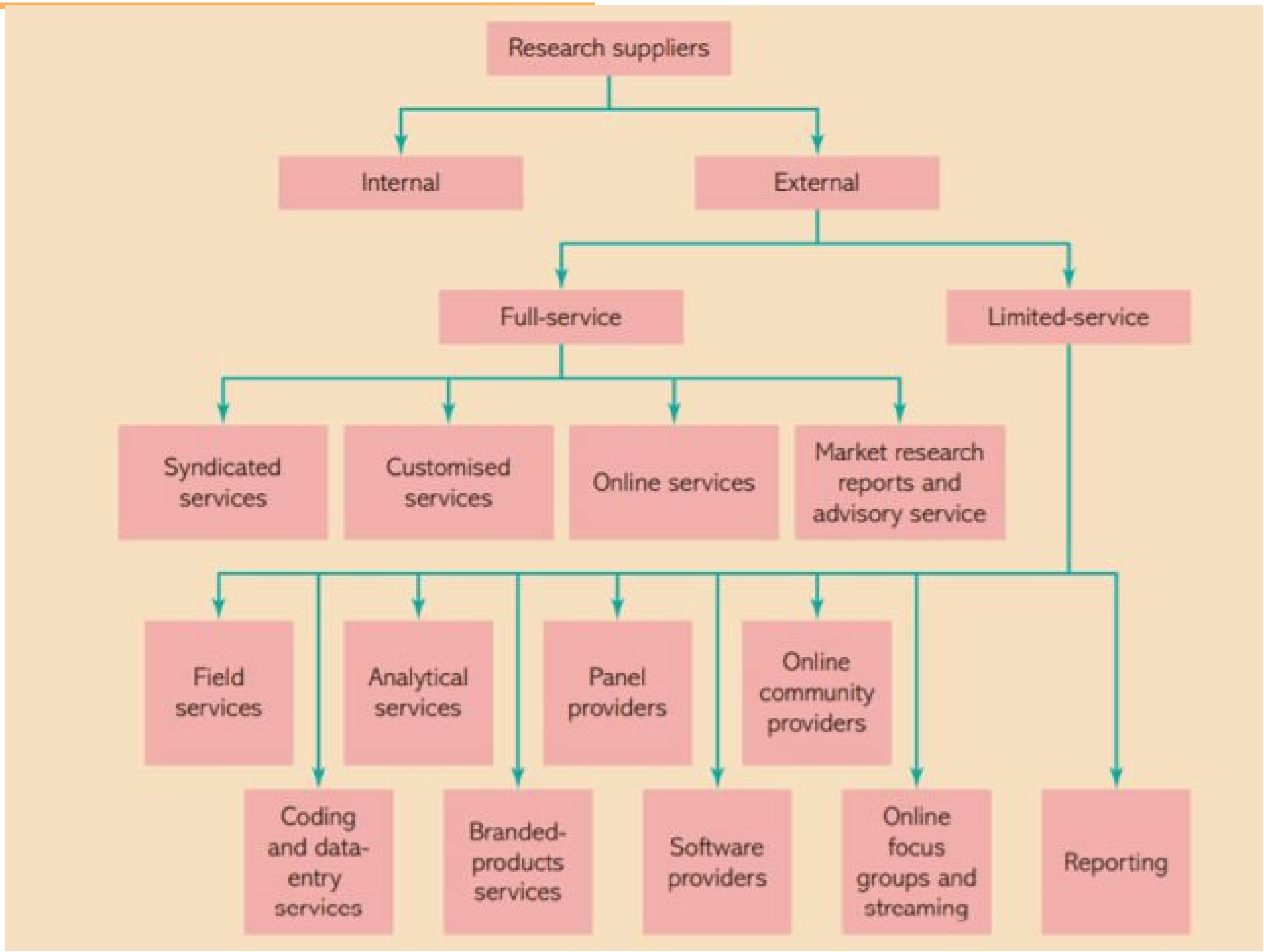
Market Research Suppliers



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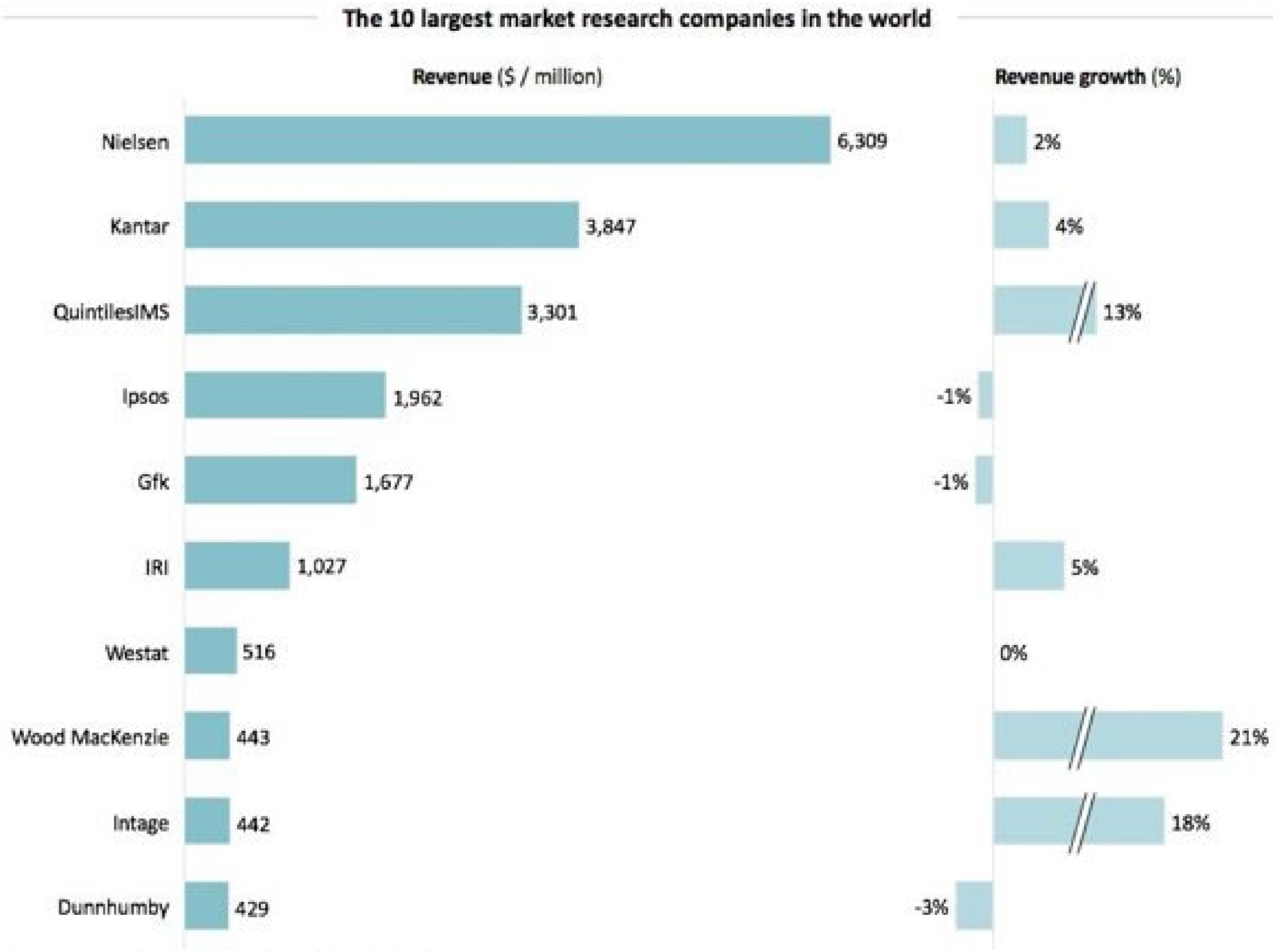
Top Market Research Companies



Source: Consultancy.org analysis, AMA, ESOMAR and BDO

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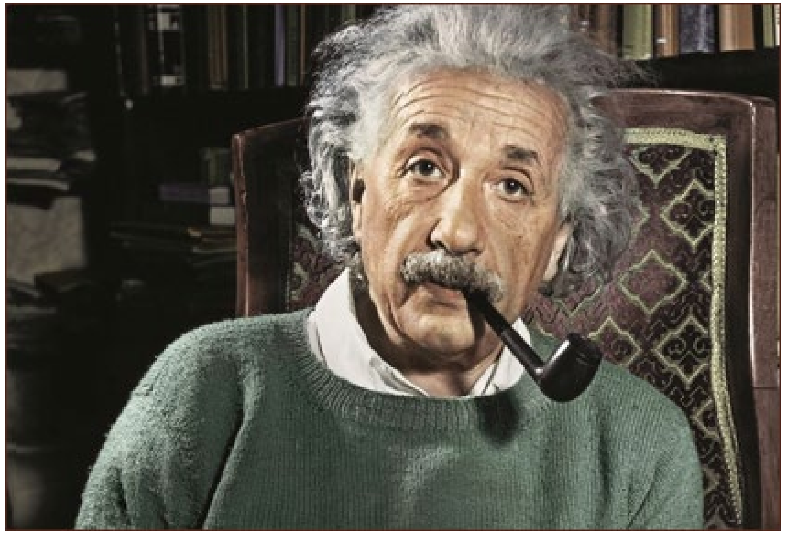
Top Market Research Companies

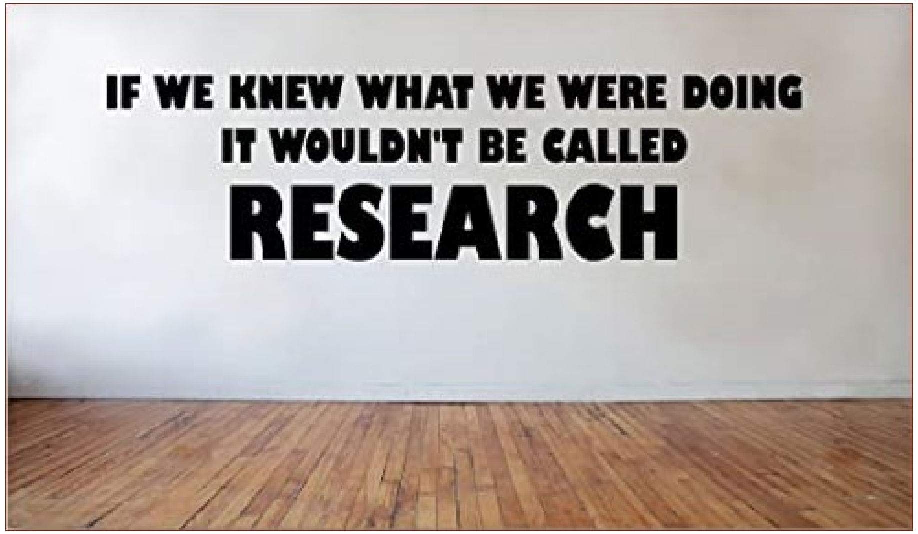
The leading global market research firms in 2025 are:

- NielsenIQ: Renowned for retail and consumer panel data, especially in CPG and retail, with operations in over 90 markets.
- Kantar Group: Global presence in over 90 markets, specializing in brand research, media analysis, and consumer insights.
- Ipsos: A leader in polling, surveys, and social research, providing services in over 90 countries.
- GfK (Growth from Knowledge): Specializes in consumer and retail analytics—particularly technology, fashion, and automotive sectors.
- IRI (Information Resources, Inc.): Focused on CPG and retail analytics, offering predictive modeling for demand forecasting and supply chain optimization.

- Westat: Known for in-depth government, health, education, and social program research.
- Forrester: Specializes in business, technology, and B2B market research, offering advisory services and industry reports.
- Veridata Insights: Emerging as a modern, agile leader in consumer insights and trend tracking.
- quantilope: Recognized for automation, innovative methodologies, and agile consumer intelligence platforms.
- Next Move Strategy Consulting: Focuses on strategic market intelligence and customized reports for global clients, including Fortune 500 companies.

Market Research – Steps to Follow





Albert Einstein (1879 – 1955) was a German-born theoretical physicist who developed the theory of relativity, one of the two pillars of modern physics (alongside quantum mechanics).
His work is also known for its influence on the philosophy of science.

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Market Research Process

How many steps does Market Research Process have?

3 4 5 6 7 9 11 13?

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The 11-Step Market Research Process

STEPS IN THE MARKETING RESEARCH PROCESS

1. Establish the need for the marketing research
2. Define the problem
3. Establish research objectives
4. Determine the research design
5. Identify information types and sources
6. Determine the methods of accessing data
7. Design data collection forms
8. Determine sample plan and size
9. Collect data
10. Data processing and analysis
11. Formulating conclusion, preparing and presenting the report

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1. Market Research Not Needed?

How can you know if the market research is not needed?

- The information is **already available** (MIS, routine decisions).
- The **timing is wrong** to conduct market research (timing is critical).

  E.g. competition has to act quickly to market changes.
- **Funds are not available** for **market research.**

  Often small firms or firms having cash-flow problems may not be able to afford it, but it should be budgeted.
- **Funds are not available** to **implement the findings.**
- **Costs outweigh the value** of market research – which value is the research likely to add?

  Increase in consumer satisfaction should be linked to higher sales or bigger market share.

The metrics to demonstrate the risk was mitigated and quantify financial value of the difference!

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2: Define the Problem

When you as entrepreneurs decide to perform a research the next step is to **define the problem**.

This is **the most important step**!

When a problem is **wrongly defined**, all the rest is **wasted effort**!

- Market research should be **only be performed** when your marketings needs to **make decisions**.
- It should be performed when there is **not enough informaton** for making these decisions (MIS).
- ***"Make decisions"*** refers that your company should identify the **decision alternatives**.
- After conducted research your marketing team should choose **one of the alternatives**.
- If there are **no alternatives**, **no decision is necessery**.

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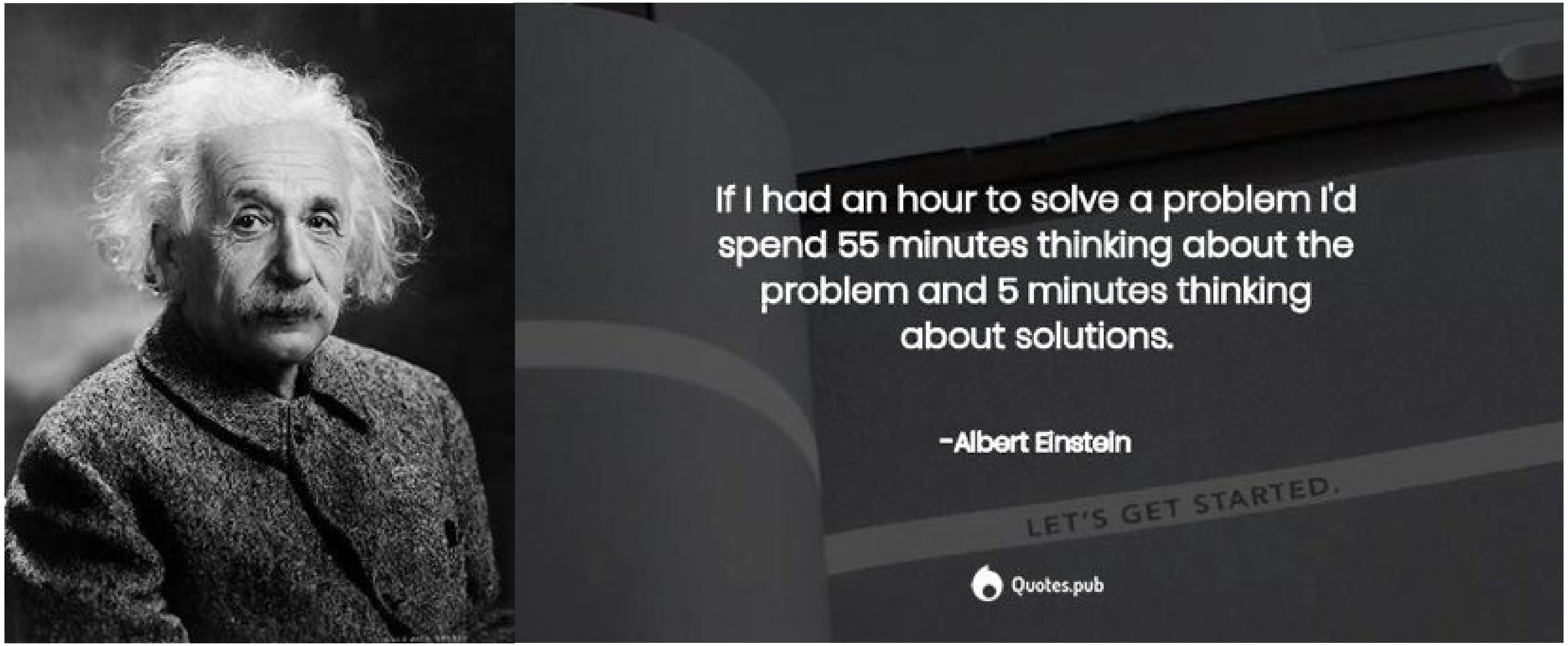
2: Define the Problem



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2: Define the Problem

- **Marketing decision problem** is the problem confronting you as the marketing decision maker, which asks **what you as the decision maker need to do**. The marketing decision problem is action oriented.

- **Market research problem** is a problem that entails determining **what information is needed** and how it can be obtained in the most feasible way (effectively and efficiently). The market resarch problem is information oriented.

A problem well defined is a problem half solved!

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2: Research Brief and Proposal

The importance of clearly identifying and defining the research problem cannot be overstated.

The basis of defining is the **communication between you as marketing decision makers and researchers**. You, marketing decision makers must **communicate the problems** you face & **research support you need.** This communication you should prepare comes in the form of a **research brief**.

The researcher responds to the research brief with a **research proposal**, which encapsulates the researcher's vision of a practical solution to the set research problem.

The truly serious mistakes are made not as a result of wrong answers but because of asking the wrong questions.

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2: Research Brief Questions

The brief is the statement where you will set out the background to the research and what objectives it is hoped will be met. It does not matter if the research project is a **DIY job** or project that is to be **outsourced**, it is good practice to prepare a **market research brief**.

1. Why do this market research? What action will be taken when the research is completed?
2. What has caused this problem or led to this opportunity? (history, product description)
3. What is known about the area of research already? (previous desk research, reports)
4. Target groups for the research? (buyers or specifiers, user? multiple purchasers or not?)
5. What specific information is needed from the research? (e.g. market size, trends, buying behavior, customer needs, segmentation)
6. What is the proposed budget?
7. Are there any initial ideas for the research method? (preference phone interview, face-to-face, online survey, etc.?)
8. Are there any reporting requirements? (narrative report is an extra)
9. When are the findings required?

Start thinking about stating your own market research brief, as this will be your first delivery.

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3. Establish Research Objectives

Research objectives are *totally dependent on the problem* & **state what researcher must do.**

Research objectives are specific and tell the researcher **exactly what he or she must** do **to obtain the information** necessery to allow you as managers to choose between the decision alternatives.

Research objective must define:

1. From **whom** information must be gathered
2. **What** information is needed
3. Specify the **unit of measurement!**
4. **Word questions** used to gather the information

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3. Research Objectives Examples

- Conduct a test of 400 persons who have purchased ecological food online during the last month.
- Conduct a test of the new delivery prices A, B, and C, and the following willingness to buy online:
  "The next time you buy ecological food online, how likely are you to buy if the delivery costs A, B, C?"
- Responses are very likely to be measured on a scale from 1 to 7, **1=Very Unlikely** to **7=Very Likely**.
- **Whom from** – 400 persons who bought ecological food online in the last month
- **What information** – likelihood to purchase
- **Unit of measurement** – 7 point scale of likelihood

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3. Hypothesis

- Sometimes hypotheses are stated that guide the development of the research objective.

- **Hypotheses** are statements that are **taken for true** for the purposes of argument or investigation. The researcher´s task is to determine if there is **support** for that statemement.

- You as managers will make decisions every day based on **statements** you **believe to be true**.
  You make **hypotheses to state consequences** of the **decision alternatives**.
  You need to have **confidence** that your most important decisions are based on **valid hypothesis**.

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3. Research Objectives

- The choice of the marketing research design depend on the research objectives!
- The three common objectives are:
  1. to gain background information and develop hypotheses
  2. to measure the state of a variable of interest (e.g. brand loyalty)
  3. to test hypotheses and relationships between variables (e.g. advertising and sales)

4. Determine Research Design

Exploratory	Descriptive	Causal

- Exploratory research is an **important part of any marketing or business strategy**.
- Its focus is on the **discovery of ideas** and insights as opposed to collecting statistically accurate data.
- That is why exploratory research is best suited as **the beginning of a research plan**.
- It is **commonly used** for further **defining company issues**, areas for **potential growth**.
- **Exploratory research** is usually conducted when the researcher **does not know much** about the problem and **needs additional information** or desires new or **more recent information**.

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4. Determine Research Design

Exploratory	Descriptive	Causal
• Goal: gather preliminary information, define problem, suggest hypotheses	• Goal: describing in detail problems, situations, markets, and customers	• Goal: test hypotheses about cause-and-effect relationships
• Usually based on qualitative approach	• Both qualitative and quantitative approaches can be used	• Usually based quantitative survey or experimentation data
• Example: what kind of services could we provide around our product?	• Example: what age group buys our products?	• Example: how do customers react to change in price?

Flexible design
Broad scope
Fuzzy results

Rigid design
Narrow scope
Clear results

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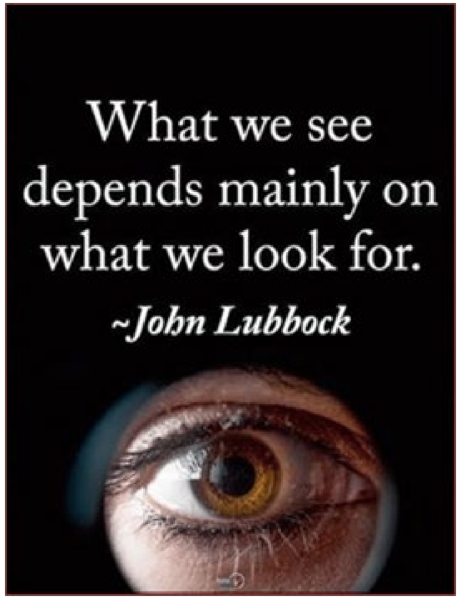
5. Information Types and Sources

Data can be grouped into two types: **primary** and **secondary data**

- **Primary data** refers to information that is developed and **gathered by the researcher** for the **research project at hand**.
- **Secondary data** have been previously gathered by **someone other** than the researcher and/or for some **other purpose** than the research project at hand.



<u>5 **advantages** of secondary data:</u>

1. It can be obtained **quickly**
2. Compared to obtaining primary data, secondary data is **inexpensive**
3. For almost any aplication, secondary data are **readily available**
4. Secondary data may **enhance primary data** by providing **current look** at issues
5. Secondary data may be **enough for reaching research objective**

5. Information Types and Sources

5 **disadvantages** of secondary data:

1. **Incompatible report units –** not the same country, region, city, ZIP code
2. **Mismatch in the units of measurement –** B2B data on sales Vs. square meters Vs. number of of employees
3. **Differing definitions used to classify data -** Household income in classes 20-35K, 35-50K, 50K+, Vs. needed 80K+
4. **Timeliness of the secondary data -** Data outdated or no longer available
5. **Credibility of the report -** Purpose of the study? Who collected information? How and what information?

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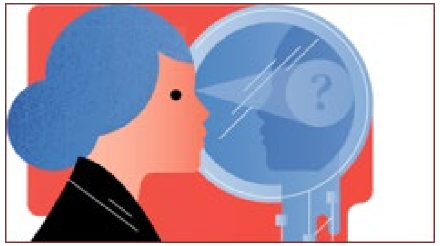
6. Determine Methods of Accessing Data



When a researcher **does not communicate with respondents**:

- Observation
- Screening information online

When a researcher **communicates with respondents**:

1. **Person ask questions** – in home survey, telephone survey, focus group, interview, etc.
2. **Computer-assisted telephone interview (CATI)**,
   Computer-assisted personal interview (CAPI)
   Computer-assisted Web interviewing (CAWI) Online survey to email address
3. **Respondents answer questions without computer asssistance** (mail surveys)
4. Combination of other methods – **hybrid** methods

Hint: If you can obtain data by observation it is always better than asking questions!

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7. Design Data Collection Forms

Design a form in which **researcher gathers data.** When a researcher communicates with respondents (asks questions) the form is called **questionnaire** or a **survey** (paper-and-pen survey, online survey, mobile survey, etc.). When researcher only observes respondents, the form is called **observation form**.

Observer: ______________ Location (and noise level, 1-5): ________________

Date: ________________ Time: ______________________

M F (circle one)

Study on computer	Study without computer
Social media	Phone
Games/Movies	Email
Talking	Other

Context: Alone With Friends Can't tell

Devices: Mac Windows Tablet

Other: Eating Drinking Listening to Music

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8. Determine Sample and Size

- **Market research** are undertaken to **learn about populations by taking a sample** of that population.
- A **population** consists of the **entire group** about which the researcher wishes to make inferences.

- A **sample** is a **subset** of the **population**.
- **Sample plan** describes **how each sample element**, or **sample unit**, is to be drawn from the total population.
- The **type of sample plan** determines whether the sample is **representative** of the population.
- **Sample size** is **how many elements** of the population should be used.
- It determines the **accuracy** of the sample results to reflect population.

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9-11. Collect, Analyze Data & Report

- Companies specialized in this step are called **field service companies**.
- People who collect data are called **field workers**.
- **Validations** (industry standard) 10% or respondents are **recontacted**.
- The objective of data analysis is to use **statistical tools** to present data in a **form** that **satisfies the research objectives**. (E.g. Excel or IBM SPSS analysis software)
- **Report is often the only record** you as clients will have of the market research project.
- It is mostly done as a written report followed by an oral presentation upon request.
- It must **clearly** report findings to the research client in an **actionable format**.

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Ethics

There are **four main actors** in the marketing research:

1. **Researcher** 2. **Client** 3. **Participants** 4. **Society**

All of them have certain **responsibilities** among each other and within the research process. The ethical problems arise when **the interests** of the participants **enter in a conflict** situation and some of the participants **do not comply** with the ethical responsibilities.

Marketing researchers have a **duty to participants and society** to behave **ethically**.
Applying ethical principles to marketing research is ***essential***
to producing high-quality research findings.

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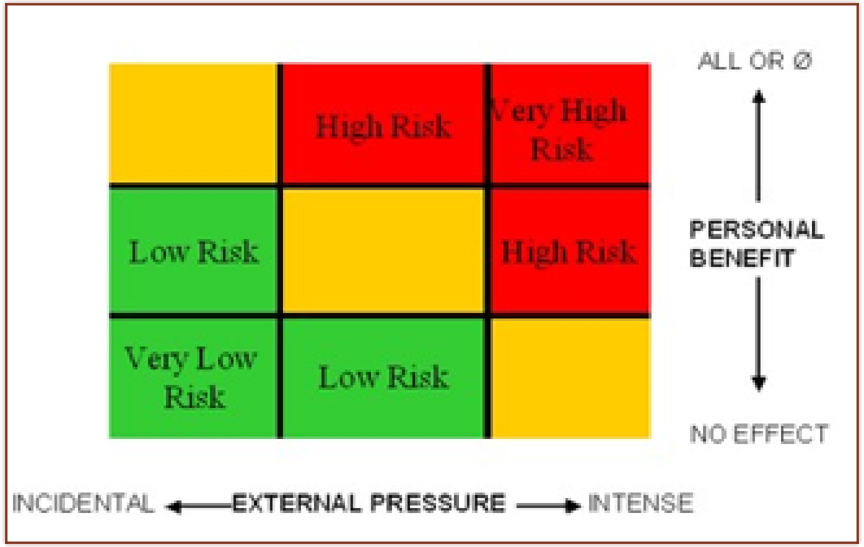
Ethics



- Examples - when a researcher does not follow the adequate procedures for market research, or the client alters the results in publicity campaigns.

- That is the reason for the **codes of ethics** assembled by *various organizations* that serve to orient, give guidance and solve ethical dilemmas in the process of marketing research.

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Ethics

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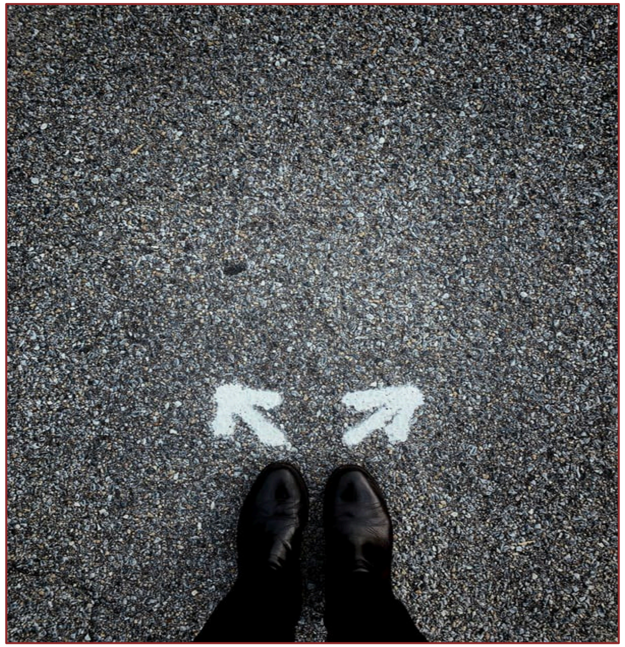
Decision Making



- Startups and Investors have to **make decisions**
- Decisions are made among **decision options**
- **Decisions determine success** of a business/investment
- Entrepreneurs/Investors face **anxiety**
- Having the **right information reduces anxiety**
- Market research **supports** decision making

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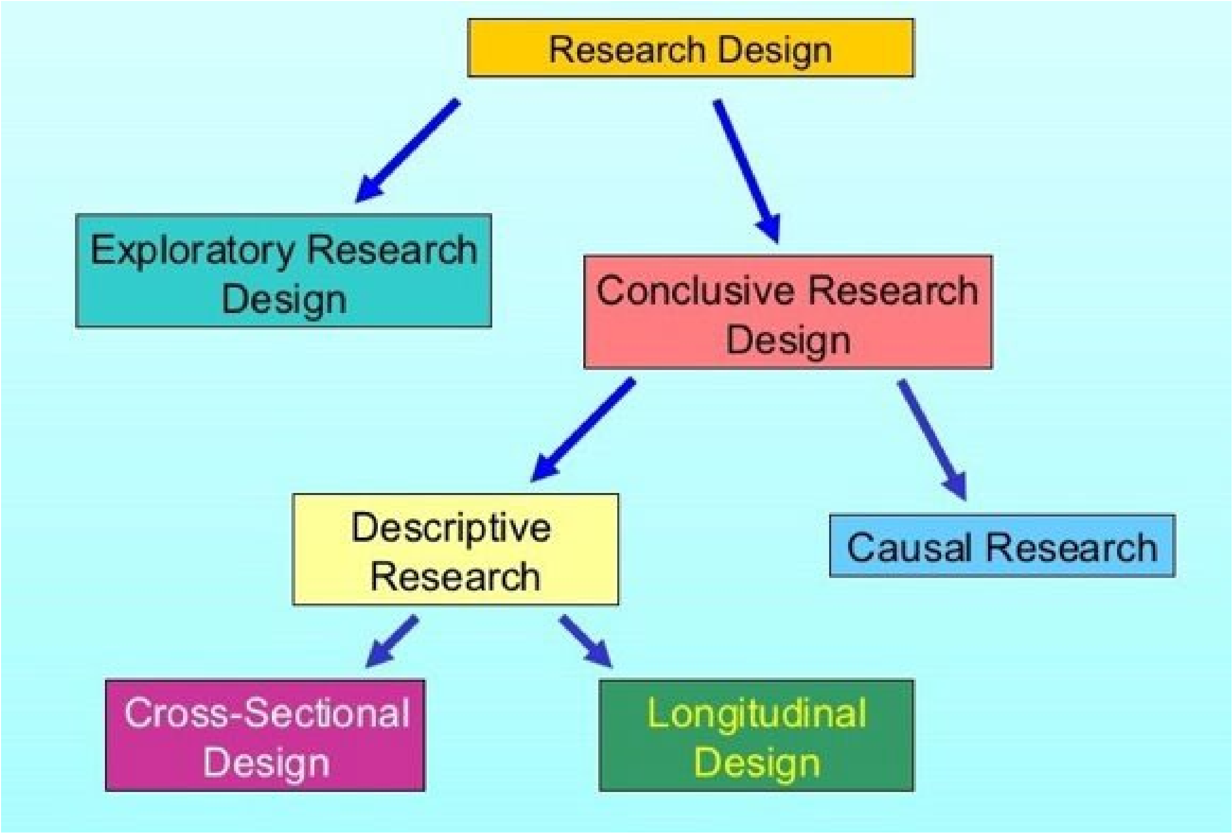
Classification of Research Design



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Exploratory Research

What can you use it for?

- Gain background information
- Define terms
- Clarify problems and hypothesis
- Establish research priorities

Situation Analysis is a form of exploratory research you can undertake to **gather background information** and gather data pertinent to the **problem area** that may be helpful in properly **defining the problem** decision.

It is normally a qualitative research based on primary or secondary data:

- **Secondary Data Analysis** (data collected for some other purpose)
- **Experience Surveys** (Key Informant Technique, Lead-User Survey)
- **Case Analysis** (Similarities with a former or another situation)
- **Focus Groups** (Small group guided by a moderator)
- **In-Depth-Interviews** (IDIs)

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Exploratory Research

- **Experience surveys** refer to gathering information from those thought to be knowledgeable on the issues relevant to the research problem.
- They are also called **Key-Informant** or **Lead-User Surveys**.

- Experience surveys are **different from** the surveys conducted as part of **descriptive research** as there is usually no formal attempt to ensure survey results are representative of any defined group of subjects.
- It is a **qualitative research**.

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Qualitative research

Qualitative research is collecting, analyzing, and interpreting data by observing what **people do and say**.

It is sometimes called "**Soft research"**.

Pluralistic research is defined as **the combination of qualitative and quantitative** research methods to gain the **advantages** of both.

Qualitatives research methods you can choose to perform are:

Observation, Focus Groups, In-depth Interview (IDI), Protocol Analysis, Projective Techniques, Ethnographic Research, Psychological Measurement, among others.

If you opt for an observation you must make sure the observed behaviour is observable or results of the behaviour are observable, the action must be repetitive of frequent and it must be of a short duration.

If you are in the initial phase of a product development, chances are you will be using focus groups or In-Depth Interviews.

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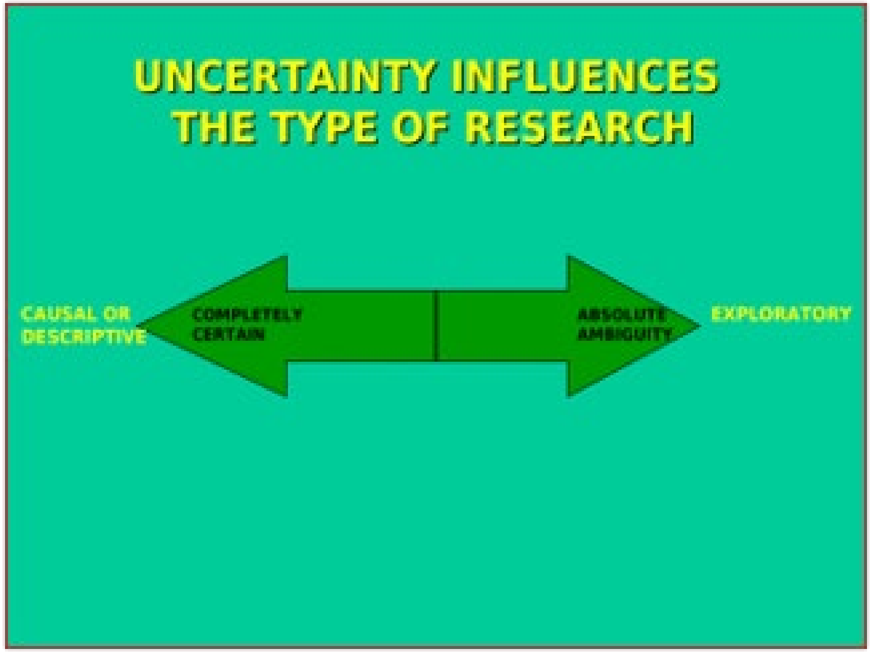
Exploratory Research Pros and Cons

Pros: Exploratory research generates many new ideas.
You can learn "the language" of your customers

Cons: It takes a lot of time.
Does not generalize findings. (descriptive research)
Does nor find causal relations between cause and effect. (causal research)



Focus Groups

Focus Groups are small groups brought together and guided by a **moderator** through an **unstructured**, **spontaneous discussion** for the purpose of **gaining information** relevant to the **reseach problem**.

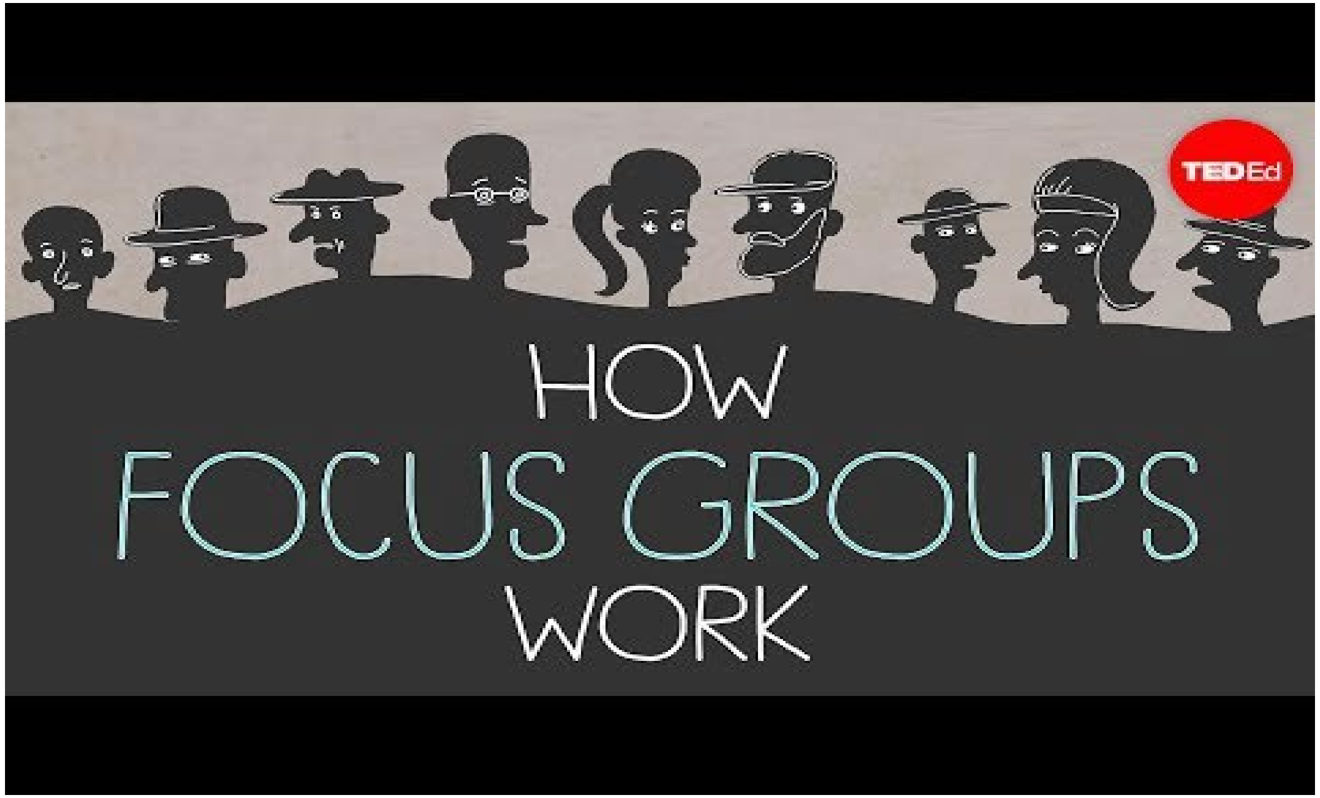
<u>You can use information from focus groups to</u>:

- **Generate ideas**
- Learn the respondent´s “**vocabulary**”
- Gain insights into basic **needs** and **attitudes**

- Focus groups represent 85% to 90% of the total money spent on qualitative research
- Regaining contact with customers when managers have lost touch
- 6-12 people in a dedicated room (normally with a one-way mirror for client viewing)
- It lasts approximately 90-120 minutes
- Important role of a moderator
- Result - a focus group report
- Important to count down votes (census, majority of votes)

Focus Groups

Here you can find a TedEd explanation on the functionality of focus groups:



https://www.youtube.com/watch?v=3TwgVQIZPsw&source_ve_path=NzY3NTg&embeds_referring_euri=https%3A%2F%2Fhubblecontent.svc.cloud.microsoft%2F

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Focus Group

Questions become more and more focused!

Not all questions are equal.

Different degrees of importance of questions:

- Opening (ice breakers)
- Introductory questions (introduces the topic)
- Transition questions (introduces the study)
- **Key questions (critical purpose of the focus group) they happen 20 minutes after you start the focus group**
- Ending questions

Do not ask key questions at the end!!!

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info@global-business-school.org
+34 930 086 588

Focus Group – preparing questions

- Brainstorming questions 5-6 experts
- Take notes
- Take a look at the list of questions and decide about the KEY questions
- Organize a flow of questions so that it feel natural
- Make all questions open-ended
- Put the questions in Word
- How many minutes the questions would take? Not all of them take the same amount of time
- The key questions should take MOST time
- Split focus group by time/questions
- 15 minutes at the end to wrap-up

Example:
What do you thing about the idea?
What is your feeling about the idea?
What words would you be using to explain this idea to your friends and neighbours?

Focus Group – Phrasing Questions

- 10-15 questions
- If you have 20-25 than it is very short
- Not enough time to go in-depth
- Short, specific and SWEET quetions, straight to the point
- Question should be SANDWITCHED : ask a question, explain and ask the question again
- Ask WHY?
- Give participants paper to draw pictures and flows of activities

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Focus Group – how many questions?

Remember

- All questions must be ALIGNED WITH YOUR PURPOSE
- Questions should be the ones that are NEED to KNOW and not NICE to KNOW or FUN to KNOW

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Focus Groups Examples

Here you can find two focus groups examples, one in the product FMCG sector and another one in the service sectors (broadcast). You can observe how both of them have their particularities and use different techniques.

Focus Group - Product (FMCG – household chemicals)

- Shelf impact
- Product Design Preference
- Purchase intention

https://www.youtube.com/watch?v=-C35azLE2Kk&time_continue=0&source_ve_path=NzY3NTg&embeds_referring_euri=https%3A%2F%2Fhubblecontent.svc.cloud.microsoft%2F

Focus Group - Service (BBC news)

- Word Association
- Resonating Phrases
- Like/Dislike Service

Focus groups: How is Keir Starmer faring with voters in Grimsby?

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Focus Groups Examples

Different types: Video, Chat

Pros:

- Can have **more than one moderator** – technical moderator
- Participants can be **geographically separated**
- Participants more **comfortable**
- Get more information collected in **less time** (90 minutes maximum to avoid tiredness)

Cons:

- Moderator needs to be **extra engaging** in the online focus group (Participants **distracted**)
- Participants **can´t try the products**

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How to Recruit People for Focus Groups?

- One of the biggest challengest of Market Research
- Participants have to come Where and When you need them
- One solution is Virtual Focus groups – challenge is to make them try products/services before
- You have to find homogenious group (they need to have something in comon – age, health condition, children, hobby, etc.)
- They have to be **information-rich** participants for the topic in question
- You can **survey** them first
- Try to find decision makers (who buys the product/service in the family)
- Incentivise them with money
- Do not limit yourselves to money, prepare a bundle of incentives
- Combine tangible and intangible rewards
- Overrecruit – it is better to have more candidates then less
- Make them feel they will make their community/city/school/company better
- If you want a very in-depth information do not make groups too big (fewer people is better -6)

Focus Groups Ads

Analyse Focus Groups

- Analysis should be systematic
- Capture data using notes and audio/video recording
- You can transcribe the recording
- Discover and label different patterns
- Make a process of analysis, you must be able to describe your process

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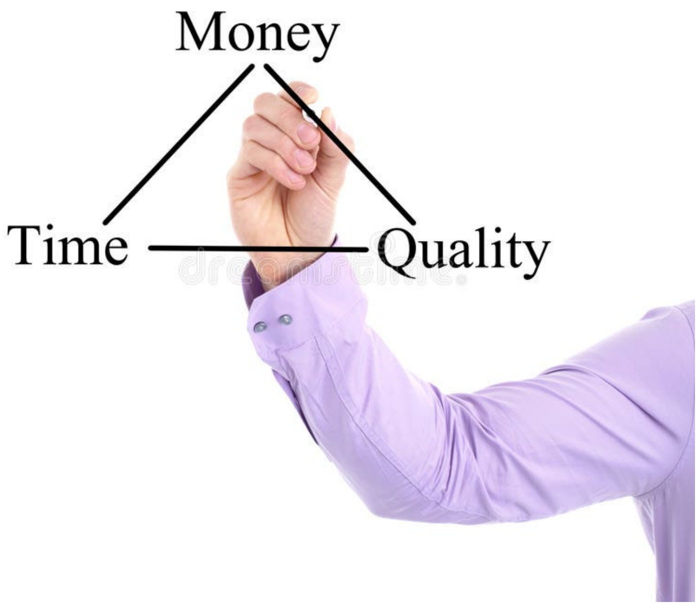
How many focus groups?



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In Depth Interview (IDI)

You can use an **In-depth Interview** technique that involves **a set of probing questions** posed one-on-one by an interviewer.

Here you can find in depth about **what the subject thinks** about something or **why he or she behaves** in a certain way.

- Better than focus groups for **investigating complex interrelationships, needs, motivations**.
- Performed at **respondents´ home or other location**, **also by phone**.
- New concepts, ideas, advertising, promotional messages can arrise from them.
- Interviewer should have **a list of questions**, normally **open-ended**.

> - **Pros**: Exploratory research generates many new ideas.
> - **Cons**: It takes a lot of time.
>   Does not generalize findings. (descriptive research)
>   Does nor find causal relations between cause and effect. (causal research)

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In Depth Interview (IDI)

- Some questions (the best is to record answers):
  - How is your online shopping routine?
  - Why is that so?
  - Could you give me some specific reasons?
  - How is your cooking/exercising/sleeping routine?
  - Can you elaborate on your point?

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Observation Techniques

Researchers observe behavior and record what they see.

Normally, for this research the researcher uses **video or audio recorders, photographs, handwritten notes**, etc.

Types of observation:

1. **Direct** Vs. **Indirect** (Direct – shopping mall; Indirect – sales records)
2. **Overt** Vs. **Covert** (Overt – e.g. TV ratings, researchers identify themselves and explain the purpose of the research; Covert – e.g. Mystery Shoppers, researchers do not identify themselves);
3. **Structured** Vs. **Unstructured** (Structured – checklist of behaviors)
4. **In situ** Vs. **Invented** (In situ – observing people performing a task)

Mystery Shoppers

It may help you **understand** customer experiences.

Mystery shoppers:
- Ask questions
- Use services
- Visit premises (shops, bathrooms)
- Take pictures of products, shelves

It can be **used in any industry**:
- Retail
- Restaurants
- Gas Stations
- Government agencies
- Movie Theaters
- Tourism

[Mystery Shopping Surveys Explained (with Free Template and Questions) | SurveySparrow]

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Observation Techniques Pros and Cons

Pros:

- Things happen **naturally**
- Researcher **intrudes very little/not at all**
- Good option for researches that involve children who cannot verbalize likes and dislikes
- Good option for research of behavior with "Faulty recall"
- **Faulty recall** occurs when actions or activities are so repetitive or automatic that the observed person cannot recall specifics about the behavior.

Cons:

- **Sample** might be **small** (mystery shopping, covert observation)
- **Time consuming** - observe, record, take pictures, look it again, take notes, summarize
- **Researcher´s bias** leading to tentative conclusions
- Motivations and intentions cannot be observed, we don´t know **WHY**

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Mystery Shoping Survey Example

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Thank you!

Subvencionat pel Departament d'Empresa (**Programa Primer)** i amb el cofinançament del Fons Social Europeu Plus

g-accelerator@global-business-school.org
+34 930 086 588