

EXHIBIT 6.4

Symptoms Can Be Confusing

	Firm's Situation	Symptoms	Likely Problem (s)	Decision Statement
Research Action	Conduct situation analysis including interviews with key decision makers		Consider results of probing and apply creative processes	Express in actionable terms and make sure decision makers are in agreement
Situation 1	22-year-old neighborhood swimming association seeks research help	<ul style="list-style-type: none"> Declining membership for six years Increased attendance at new water park Less frequent usage among members 	Swim facility is outdated and does not appeal to younger families. Younger families and children have a negative image of pool. Their "old market" is aging.	What things can be done to energize new markets and create a more favorable attitude toward the association?
Situation 2	Manufacturer of palm-sized computer with wireless Internet access believes B2B sales are too low	<ul style="list-style-type: none"> Distributors complain prices are too high Business users still use larger computers for displaying information to customers or smartphones for other purposes 	Business users do not see the advantages of smaller units. The advantages are not outweighed by costs. The transition costs may be a drawback for B2B customers more than for B2C customers	What things can be done to improve competitive positioning of the new product in B2B markets?
Situation 3	A new microbrewery is trying to establish itself	<ul style="list-style-type: none"> Consumers seem to prefer national brands over the local microbrew products Many customers order national brands within the microbrew itself Some customers hesitant to try new microbrew flavors 	Is there a negative flavor gap? Do consumers appreciate the microbrew approach and the full beer tasting (as opposed to drinking) experience?	How can we encourage more consumers to come to the microbrew and try our products? Should we redesign the brewery to be more inviting?

Writing Managerial Decision Statements

EXHIBIT 8.5

Translating Decision Statements

	Decision Statement	Research Objectives	Research Questions	Research Hypotheses
Research Action	Express in actionable terms and make sure decision makers are in agreement	Expresses potential research results that should aid decision-making	Ask a question that corresponds to each research objective	Specific statement explaining relationships, usually involving two variables, and including the direction of the relationship
Situation 1	What things can be done to energize new markets and create a more favorable attitude toward the association?	Determine reasons why families may choose to join or not join a "swim club."	How do the type of facilities and pricing relate to family attitudes toward a swim facility?	<p>Child-friendly <i>pool designs</i> are positively related to <i>attitudes toward the facility</i>.</p> <p>Flexible <i>pricing policies</i> are positively related to <i>attitudes toward the facility</i>.</p>
Situation 2	What product features can be improved and emphasized to improve competitive positioning of the new product in B2B markets?	List actions that may overcome the objections (switching costs) of B2B customers toward adoption of the new product.	What are the factors that most lead to perceptions of high switching costs?	<p><i>Perceived difficulty</i> in learning how to use the new device is related to <i>switching costs</i>.</p> <p><i>Price</i> is positively related to <i>switching costs</i>.</p> <p><i>Knowledge</i> of new product is positively related to <i>switching costs</i>.</p>
Situation 3	How can we encourage more consumers to come to the microbrew and try our products? Should we redesign the brewery to be more inviting?	Describe how situational factors influence beer consumption and consumer attitudes toward beer products. List factors that will improve attitudes toward the microbrewery.	Do situational factors (such as time of day, food pairings, or environmental factors) relate to taste perceptions of beer?	<p>Microbrew beer is <i>preferred</i> when consumed <i>with food</i>.</p> <p>An exciting <i>atmosphere</i> will improve consumer <i>attitudes toward the microbrew</i>.</p>