

market research bulletin SURVEY

The **APP** is
Where It's **At**

Blending
the Right Sample Ingredients

Concept
Testing & the "Uniqueness"

Why Hybrid, **Why Now**

Don't
Touch
That Dial

As seen in MRB's
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June 2011
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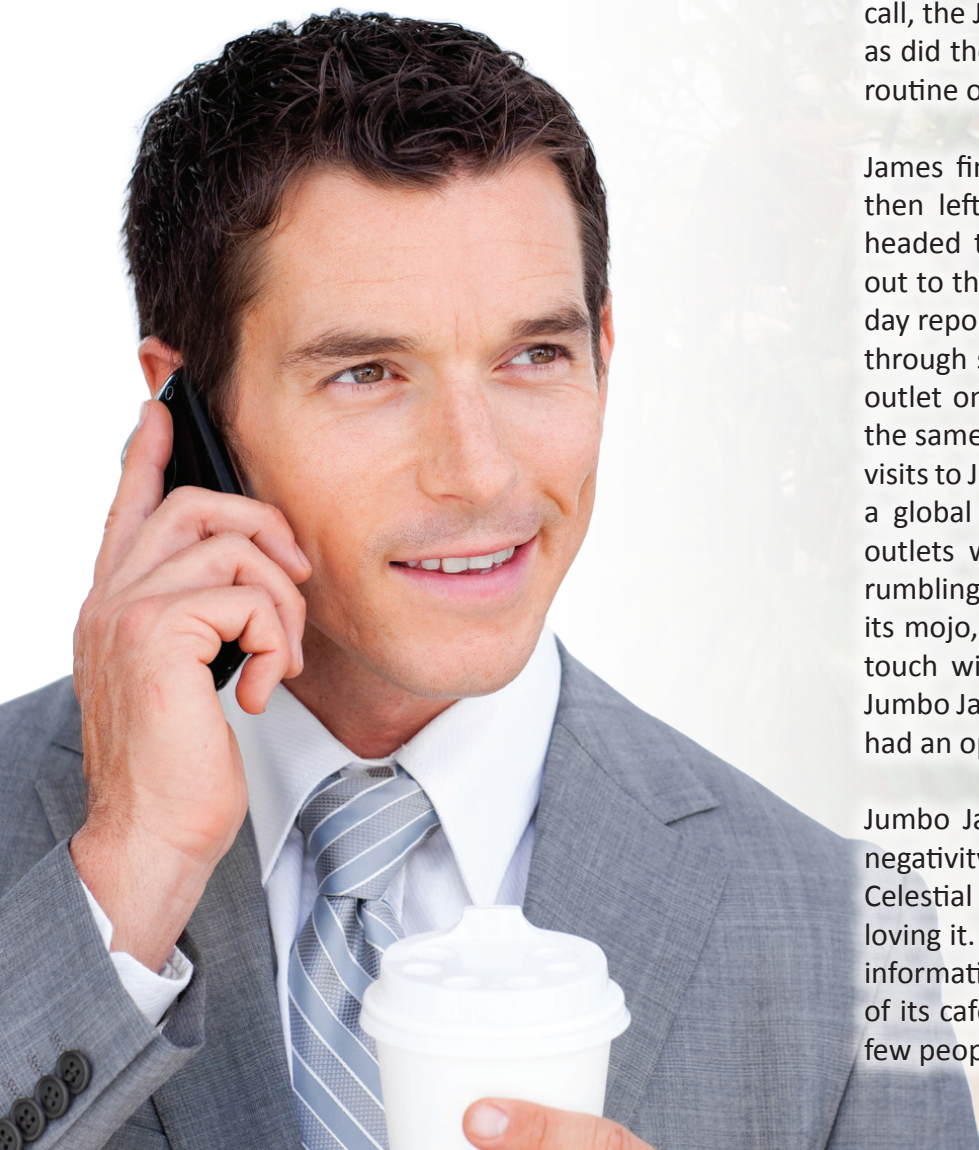
Jumbo Java Hears It Right “In the Moment”

It was 6:30 on a Monday morning, and James Hamilton pulled into the parking lot of the Jumbo Java coffee café on the corner of 4th Avenue and Sunrise Drive. He took a quick look around and surveyed the scene. He got in line, checked his watch, and placed his order for a large double caramel latte with skim, leave room for extra milk. He picked up his drink, checked his watch again, took a good look at the latte's appearance in the paper cup, and headed over to a corner table, at the far end of the seating area, where he had a good view of both the tables and customer transactions. He tasted his drink, put it down, and whipped out his cell phone. Absentmindedly, he clicked on one speed dial number, and in a moment began to talk.

But James Hamilton was not speaking with a person. Instead, he was recording his impressions of Jumbo Java. He was there not for a cup of coffee, but to report in the moment on his entire early morning Jumbo Java café experience – the condition of the shop exterior on a Monday morning after a weekend, the appearance and demeanor of the “baristas,” the number of people on time and ready to serve the customers at 6:30 am, the length of the wait in line, the time it took for his drink to be prepared, the appearance of the drink itself, its temperature, its taste, the number of customers in the shop at 6:30 am, and the overall condition of the seating area from where he now spoke. Most important, he communicated his overall perception of the atmosphere surrounding the Jumbo Java coffee beverage experience, and whether or not he wanted to return. Oblivious to the purpose of his cell phone call, the Jumbo Java staff went about their business, as did the customers, everyone pursuing their daily routine of making things happen.

James finished his cell phone report, got up, and then left the Jumbo Java on 4th and Sunset. He headed to work. At then at lunch, he drove back out to the Jumbo Java on 4th and Sunset for a mid-day report. Throughout the month, he would rotate through several more calls at the same Jumbo Java outlet on 4th and Sunset, and would also conduct the same number and prescribed schedule of timed visits to Jumbo Java's nemesis, Celestial Awakenings, a global powerhouse with close to ten thousand outlets worldwide, and growing. There had been rumblings for months about how Celestial had lost its mojo, how it had grown too fast and was losing touch with its customers. The door was open for Jumbo Java to fix its issues and surge. Jumbo knew it had an opportunity.

Jumbo Java was getting hit with a fair amount of negativity on Twitter and as far as they could see, Celestial Awakenings and other competitors were loving it. Jumbo Java had tried a few ways to gather information about the softer performance elements of its cafes relative to its competitors. It had sent a few people out to make random calls on various



locations, or to visit a few coffee shops and report on their experience. They had tried online bulletin boards. The trouble was they could not get more than a general sense of what the experience really was. The comments were usually typed in as a collective summary at the end of the day. Much of the rich detail was lost, as by the end of the day, the café experience was simply a blur in the minds of the bulletin board participants, and often colored with the other experiences of the day.

They had also tried texting solutions. These often were not reported in the moment as requested, and were also too cryptic in nature, as respondents hustled off to meet the needs of their day, beverage in one hand, along with their mobile texting device in the other. It was just not possible to isolate the real feelings about uniqueness factors and specific impressions that would take place in the moment, and this was what Jumbo Java desperately needed.

They had also tried another approach – a closed-end telephone-based survey: “Was the wait in line three minutes or less?” Press “1” for yes; press “2” for no. How do you rate the ambiance on a scale of one to five, where “1” is least inviting and “5” is most inviting?...and so forth. This produced data, but no detail. WHY was the wait longer than three minutes?? Why did you rate the ambiance a “3” and not a “5”?? Why was the appearance of the drink not to your satisfaction?? What was NOT acceptable about the appearance and demeanor of the people who waited on you??

They wanted a way to get a true collection of rich data right in the moment, with the rich detail they were looking for.

Jumbo Java and its research team began to look around. They recalled hearing about a study done for a Pharma company where users of a medication to control skin irritations after laser hair removal would pick up the phone and dial into a system where they would start talking about the comparative results of two similar products they were using at the same time on separate arms, legs, etc., and formulated

to control skin irritation. The data collected had been reported as impressive, because there was so much rich content in the comments made. Would this sort of “in-the-moment dial-in-and-talk” approach work for collecting data about the experience in rival coffee cafes?

Jumbo Java and its research team gave it some thought. Would it be possible to collect data on their own cafes and also collect data on Celestial Awakenings on similar data touch points? While they were at it, could they also collect similar data on smaller competitors? They decided to look into it. The team responsible for creating the post-laser skin cream study put them in touch with Civicom – an innovative technology provider of services to marketing researchers. Civicom’s marketing research services division offered a service called Civicom InSitu Mobile Research – a ground-breaking solution for research data collection that offered applications

that enabled researchers to receive a combination of quantitative and qualitative responses, and which went as far as allowing the collected data to be tracked back to the individual respondent for further probing. But how did Civicom InSitu enable this to be possible?

The Jumbo Java research team decided to find out. They already understood that you start with that ubiquitous device: the cell phone. They then learned that Civicom codes respondent cell phone numbers into its system and ties them each to a unique dial-in PIN. The respondents are given a toll-free dial-in phone number, which they enter into their contacts list. Then to dial in, they have only to hit one button on their cell. The respondent will then begin to speak, reporting on whatever they have been asked to report on. Their spoken input is audio recorded, and the recording, within moments of completion, goes automatically into the Civicom InSitu data base, where it is sorted by respondent, date, and time. The research team can listen to the recordings within moments of completion, and provide direct feedback or ask questions of respondents immediately if they so desire.

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The Civicom InSitu recordings go automatically into a queue where they are each grabbed by an experienced Civicom team member assigned to the project, and where both the quantitative and qualitative data is pulled out and sorted. Both the quantitative and qualitative data is then loaded into a format agreed on with Civicom and the client project team...either into a spreadsheet, into Civicom Chatterbox, or elements of both. As the study builds, through further data collection, the data repositories build as well, and are available to the research team as the study moves forward - a critical component, should the client wish to tweak, add or drop any of the data collection items.

Jumbo Java, as a coffee café operator in 21 states, wanted to get its formula right once and for all. This meant achieving consistency in the café experience on a higher level than just the clinical side of cleanliness, branding, and advertising. It would have to be achieved with more than just field operations visits which, as temporary interludes in a café manager's day, and somewhat predictable, could not fully measure the ambient experience, or physically be present throughout the day to experience the coffee café from the customer's point of view - and pinpoint the triggers that would result in patrons opting for Jumbo Celestial Awakenings as their preferred coffee environment.

Jumbo Java decided to go all out and measure the performance of all of its 650 stores in 21 states, but to enable them to focus closely on the data and insights, to have the data collection take place at an average of three states per quarter. With cafés in multiple major cities and suburbs, a total of 650 units, and an average of 31 units per state, Jumbo decided to allocate two respondents per unit. This resulted in an average of 62 respondents per state.

Over a period of four weeks, respondents would each visit their assigned Jumbo Java café at each of four prescribed times of day, two visits per each time of day – a total of eight Jumbo Java visits. The visits could be on any day, as long as there were two visits for each time slot. The respondents would

mirror the same set of times of day to visit a Celestial Awakenings location, also twice per time slot – an additional eight visits. They would in addition make the same set of visits to two other Jumbo Java competitors – one assigned, and one of their own choosing. Each would result in eight visits. The total number of visits per respondent was thirty two visits.



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With each Jumbo Java assigned two respondents each, this was a total of sixty-four visits to a single Jumbo Java and three of its key competitors. With an average of thirty-one stores per state, this was an

average of 1,984 visits per state, all collected within 30 days. With an average of three states a month, the study found it would generate 5,952 dial-in data collections per month, over the seven months it took to complete the study, or 41,664 audio messages, broken down into data. An additional six weeks at the conclusion of the collection time frame was added for further data handling.

To launch the study, the respondents provided their contact info, such as email address, mailing address, and cell phone number. Civicom programmed the cell phone number into its InSitu platform and linked each one to a unique PIN for each respondent. Civicom then created welcome packets, one for each respondent, including a welcome letter from the research team, and a handy wallet card with both the PIN and the dial-in phone number to program into the cell phone, plus the number of Civicom InSitu's tech support line.

The wallet card contained all of the questions the respondents would need to answer for every Jumbo, Celestial, or other coffee café they would visit – including questions on date and time of day for each stop. The questions were also included in the welcome packet, along with more complete explanation of the data that was being requested and what would compose a complete answer to each question.

Respondents were given a grid, showing times of day along with a list of locations to visit, and the number of times to visit each location. Respondents had to fulfill the grid by visiting each of the prescribed cafes at least twice at the same time of day. Times of day were spread between café opening, lunch, after work, and late evening. The grid featured a checkmark box so respondents could more easily keep track of their visits to each outlet.

To be compensated for their time and effort, the respondents would earn coffee credits—for each shop visited, for each company, the equivalent amount for a large premium beverage would be added onto a gift card which would be provided to the respondent at the end of their study participation. To avoid bias, Jumbo Java also provided the equivalent amount for Celestial Awakenings visits in Celestial Awakenings gift cards. And to avoid perception that Jumbo Java might encourage patronage at their or their chief competitors' cafes at the expense of smaller players on their target list, they also provided gift cards based on per-visit stops at those less dominant competitors. The beverages purchased by the respondents as part of the data collection were also covered in the gift card – funds for the purchases during the study portion of the Jumbo Java and Celestial Awakenings cards were provided in the welcome kits. In total, each respondent received gifts cards equivalent to approximately \$75 each, or or about \$300 worth of coffee credits. There was no difficulty in recruiting interested respondents or in them becoming fully engaged in the study.

As the data came in via a weekly Excel report, Jumbo Java began to scour it for trends. Of significant importance was identifying a group of respondents that they could learn more from, and who could become part of an ongoing private online community that would be asked to provide regular feedback and suggestions for an extended, and perhaps indefinite period after the study itself ended. These respondents would self-identify through their more thoughtful answers to the probing questions asked in the study, in addition to providing the very specific answers to the less open-ended questions designed to complete the data sets.



As the data was sorted, and the thoughtful comments were analyzed, the Jumbo research team began to select potential respondents for the private online community. Profiles for these respondents were set up on Civicom Chatterbox®, an online multi-media board suitable for short-term online interaction with respondents, as well as providing the online backbone for an ongoing private online community. The selected respondents' open-ended comments were added to the discussion board, where the research team was able to highlight respondent entries and ask more probing questions back to the respondents about their café experiences. At the end of the study the most informative and valuable respondents would be invited into the private online community. At that date, Jumbo Java planned to run ideas and concepts by the private online community group, such as new branding, packaging, slogans and promotions, as well as tests of print and video ads and point-of-sale materials.

Jumbo Java learned what it needed to change to win devoted fans that would embrace Jumbo Java as their coffee café of choice. Further these new fans began to engage actively in favorable Tweets and postings on Facebook and in other social media. Jumbo Java as a result became less clinical in its approach to coffee café management, and more open to creating a more interactive, social environment where space allowed for lingering. It launched various forums for write-in comments to give its patrons a place to express themselves without going public with Jumbo's worst nightmares. It rewarded feedback consistently by using its customer loyalty card tracking system to give free beverages for useful comments. In short, spoken feedback in the moment provided just the outlet needed to get at the real issues being experienced by Jumbo Java. The absolute uniqueness of Civicom InSitu, spoken insights "in the moment" was the research capability that made it possible for Jumbo Java to transform itself into the coffee environment it had so long wanted to become.

Written by:

Rebecca West

VP - Civicom, Inc.

+1 (203) 618-1811

www.civi.com/marketingresearch

Civicom
Ask Why We're Better

What's In Your Cup?

Interesting Things Jumbo Java Drinkers Said During The Study:

My coffee is too hot! I have to wait too long to drink it. It drives me crazy.

I ordered hot chocolate poured over ice -- I love chocolate but I don't like it hot. Can they add this item to the menu?

I love their brew for the day... if only they would serve that Arabica blend every day and not just on Mondays.

Jumbo needs to add some smaller tables. I don't want to sit at a table with people I don't know.

