Global Research: The How To's



Navigating a Global Project with Multiple Regions/Countries

Leading Research in Another Country without a Team Member in the Country

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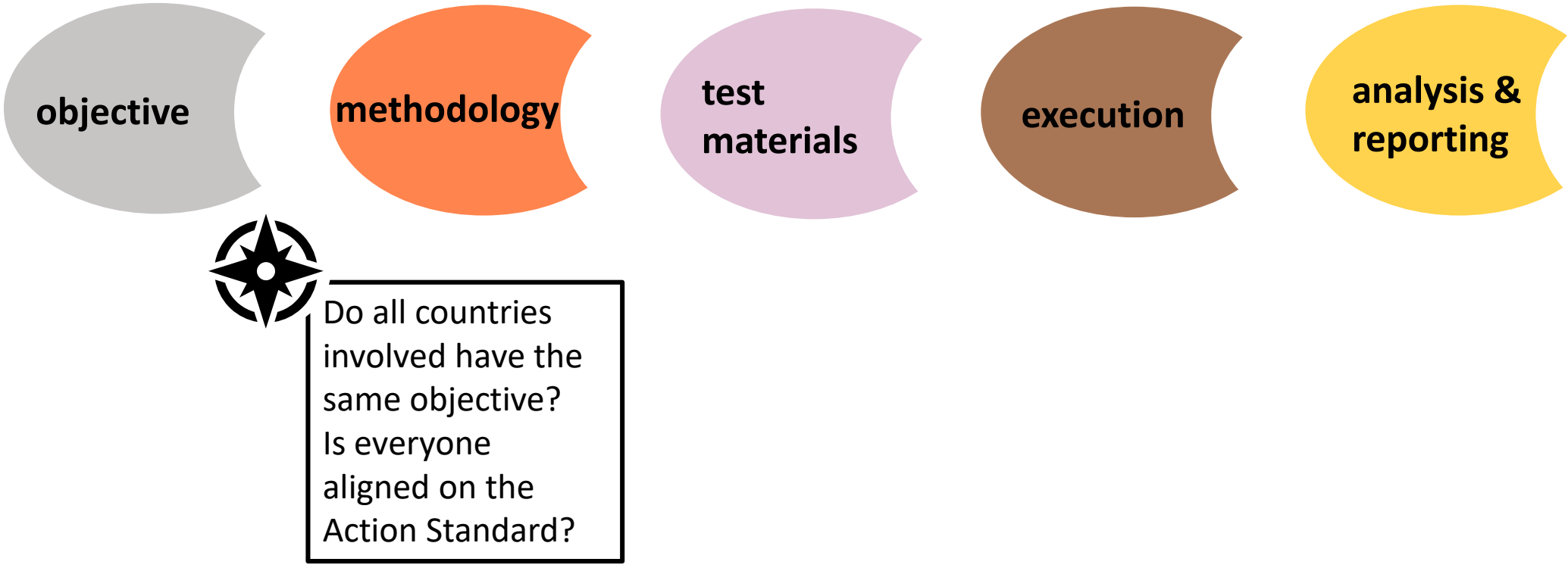
What makes your project global?



- Understanding how consumer perceptions differ across geographies
- Competitive assessment or category appraisal
- Multi-country launch/relaunch of a product or line
- Harmonization for economies of scale or operational efficiencies

As with any project, you need to start with a clear objective and create your research plan, but you will have to consider additional tasks to build into your timeline.



Taking extra time to ensure all regions/countries involved are aligned on the objectives and the action standard(s) will facilitate making the final decisions.

You may have different action standards for the different regions

- **TYPE OF PROJECT**
  (Exploratory, launch decision)
- **MARKET SIZE**
  (Do all markets involved have equal weight?)
- **DIFFERENT BENCHMARKS**
  (Competitors, controls)
- **BUDGET**
  (Can you afford to test in all markets?)

Example: Regional Harmonization Project

One large market in the region
and several minor ones



Launch decision

Need to meet AS in largest market

Different control products

Test in largest market and one small one



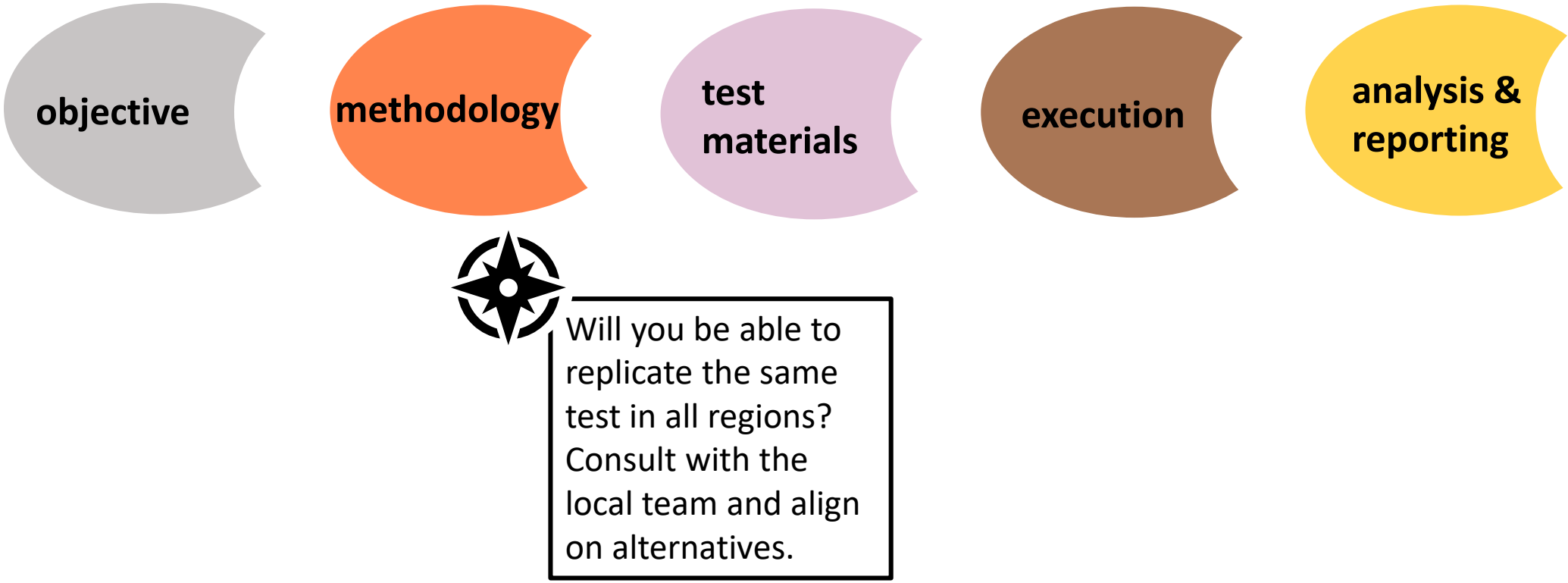
	Largest market	Minor market	Team decision
Was the Action Standard met?	✓	✓	Launch
Was the Action Standard met?	✓	✗	Launch
Was the Action Standard met?	✗	✓	No launch
Was the Action Standard met?	✗	✗	No launch

Anticipating all potential study outcomes with the corresponding business action will enable the decision making discussions.

A different scenario: separate launch decisions.

	Market X	Market Y	Team decision
Was the Action Standard met?	✓	✓	Launch
Was the Action Standard met?	✓	✗	Launch in Market X
Was the Action Standard met?	✗	✓	Launch in Market Y
Was the Action Standard met?	✗	✗	No launch

The exact replication of the testing methodology in all countries may not be possible due to local regulations, customs or other factors.



The differences among regions may include:



≠ **LEGAL REGULATIONS** FOR TESTING WITH CONSUMERS, E.G. SOME COUNTRIES DO NOT ALLOW TO CONDUCT HOME USE TESTS WITHOUT DISCLOSING THE PRODUCTS' BRAND OR INGREDIENTS.

The differences among regions may include:



≠ **AGENCY CAPABILITIES OR INFRASTRUCTURE**, E.G. CLASSROOM STYLE TESTS VS. INDIVIDUAL INTERVIEWS OR THE AGENCY MAY NOT HAVE A LOCAL OFFICE IN A SPECIFIC COUNTRY.

The differences among regions may include:



≠ **CULTURAL DIFFERENCES** MAY MAKE IT HARDER TO RECRUIT A SPECIFIC DEMOGRAPHIC POPULATION, HAVE CONSUMERS PERFORM THE SAME TASKS, OR MATCH CONSUMPTION CONDITIONS.

Example: New Product Launch in Three Countries

Morocco



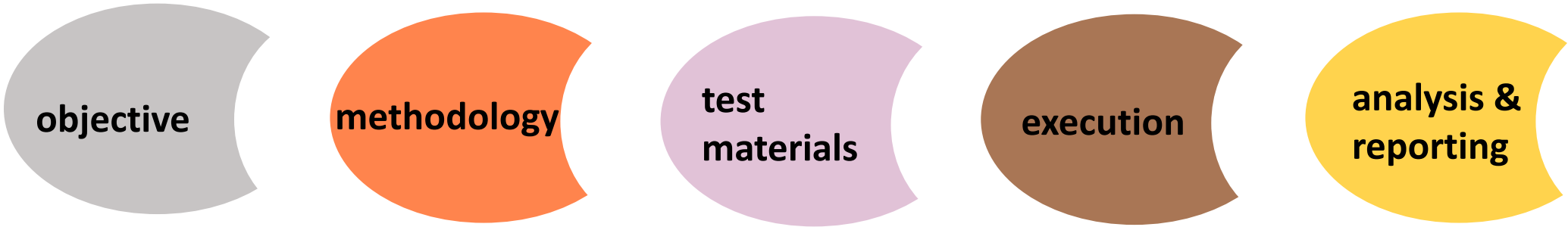
United States



Vietnam



The successful execution of a global project requires extra elements to be included in your timeline.



Include time for translation of test materials and a number of additional tasks that are typically required in a global project.

What should you consider when building the timeline for a global project?

- Product procurement
- Shipping and customs
- Major holidays
- Translation and localization of test materials
- Extra time for local teams to respond
- Time zones

Product delivery to the test sites may take longer due to shipping and customs inspection.







ANTICIPATE MAJOR LOCAL/REGIONAL HOLIDAYS





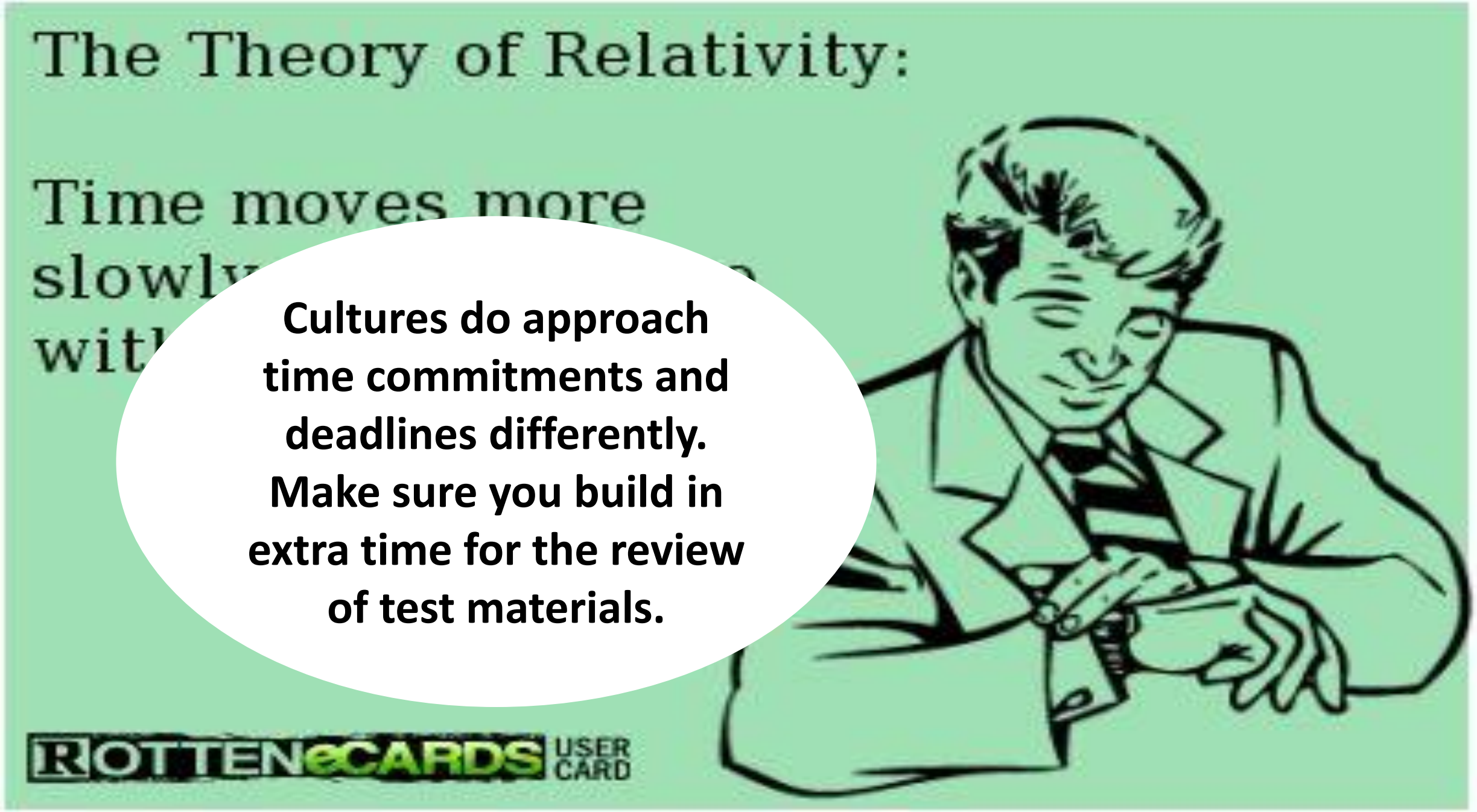


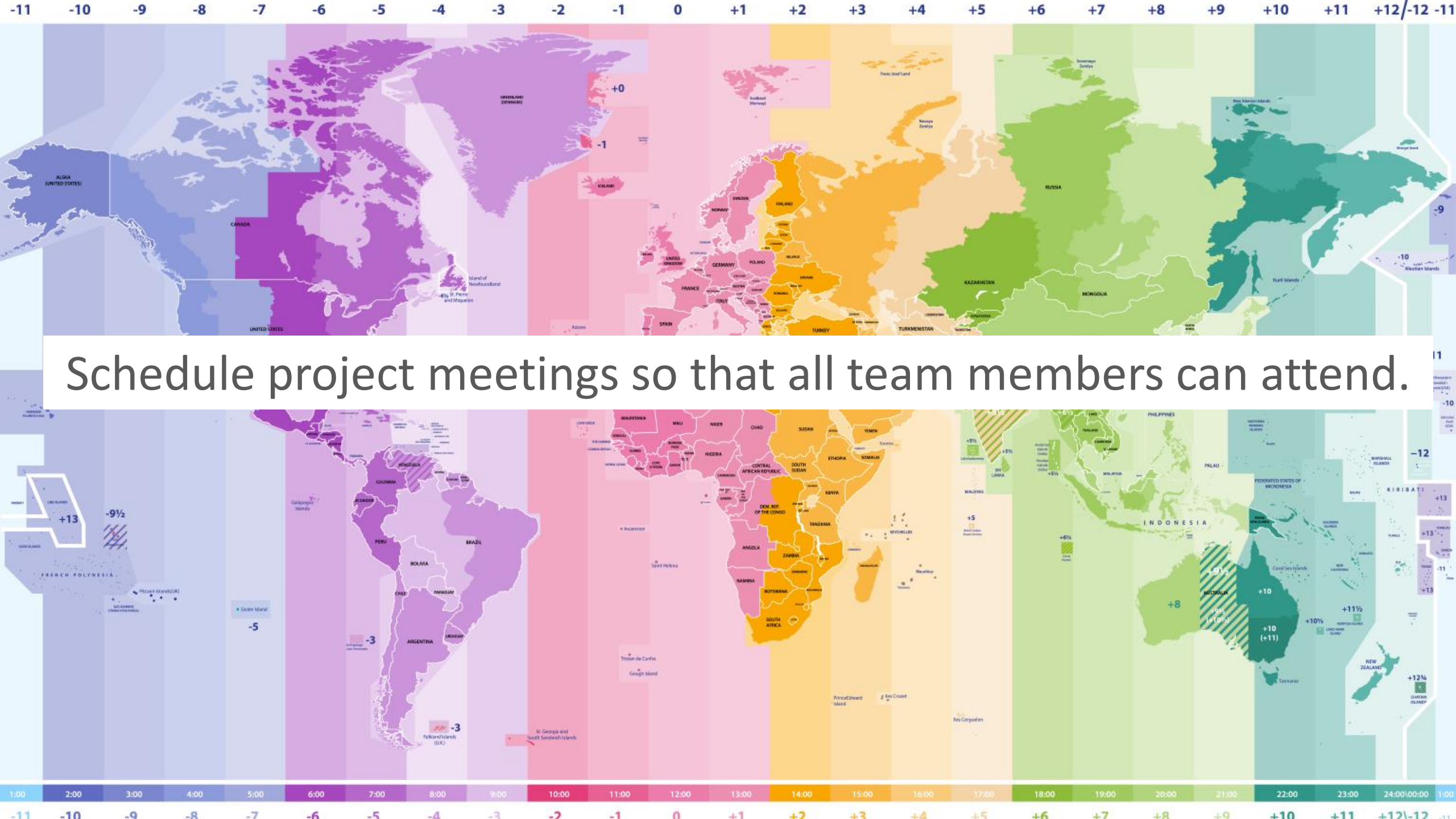
¿Refresco o gaseosa?

Even among countries where the same language is spoken, you may have differences in the words used.

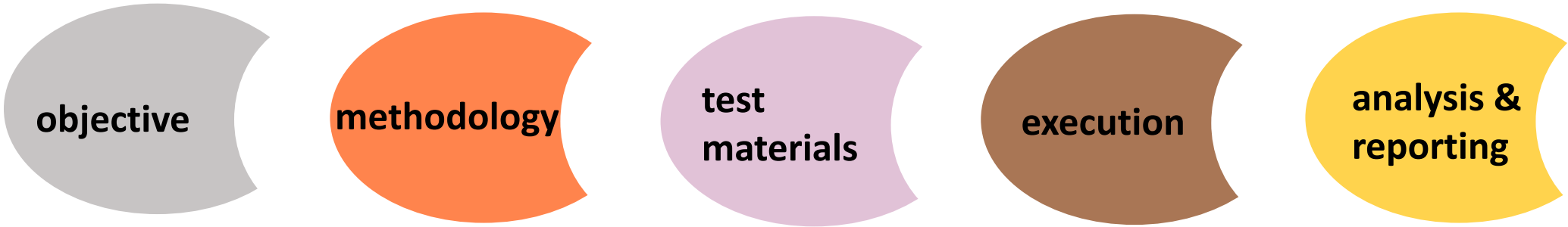
It's important to have a local person review the translated test materials to ensure the language is appropriate and conveys what is intended.

If you ask the local team members for help, make sure to include extra time.


The Theory of Relativity:
Time moves more
slowly
with
Cultures do approach time commitments and deadlines differently. Make sure you build in extra time for the review of test materials.
ROTTENeCARDS USER CARD


-11 -10 -9 -8 -7 -6 -5 -4 -3 -2 -1 0 +1 +2 +3 +4 +5 +6 +7 +8 +9 +10 +11 +12/-12 -11
Schedule project meetings so that all team members can attend.
1:00 2:00 3:00 4:00 5:00 6:00 7:00 8:00 9:00 10:00 11:00 12:00 13:00 14:00 15:00 16:00 17:00 18:00 19:00 20:00 21:00 22:00 23:00 24:00\00:00 1:00
-11 -10 -9 -8 -7 -6 -5 -4 -3 -2 -1 0 +1 +2 +3 +4 +5 +6 +7 +8 +9 +10 +11 +12\-12 -11

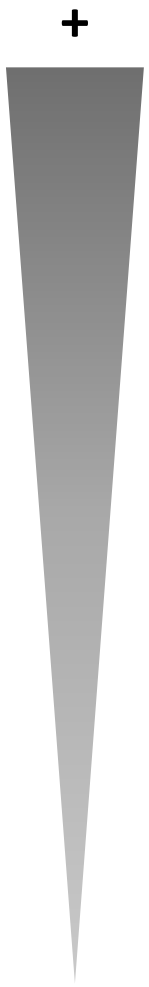
A detailed serving protocol will help minimize errors, and having a local team member observe a test session will facilitate a good execution. If the study includes qualitative sessions, encourage local team members to attend.





Send the local team members the session schedule ahead of time to increase involvement.

Consumer testing expertise of your work colleagues



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Consumer Insights

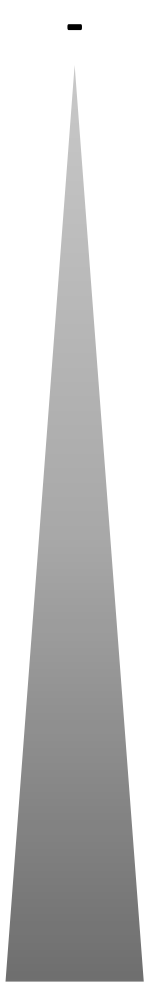
R&D

Marketing

No company presence in the country

-

External help needed



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Methodology/Fielding

Observing/Quality checks

Translation and proofreading

Cultural background

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For a launch/no launch project, it is crucial to determine who will make the business decision for each region or country involved in the project.

	Provide background, competitors	Review test materials and observe	Receive results	Make the business decision
Exploratory project: understanding consumer behaviors or attitudes, category appraisal, competitive assessment.	**Local** **Regional** **Global** **Agency**	**Local** **Regional** **Global** **Agency**	**Local** **Regional** **Global**	**N/A**
Launch/No launch: new product or line, or reformulation for productivity, improvement, harmonization.	**Local** **Regional** **Global** **Agency**	**Local** **Regional** **Global** **Agency**	**Local** **Regional** **Global**	**Local** **Regional** **Global**

The more people involved in the project, the more complex the communication becomes.

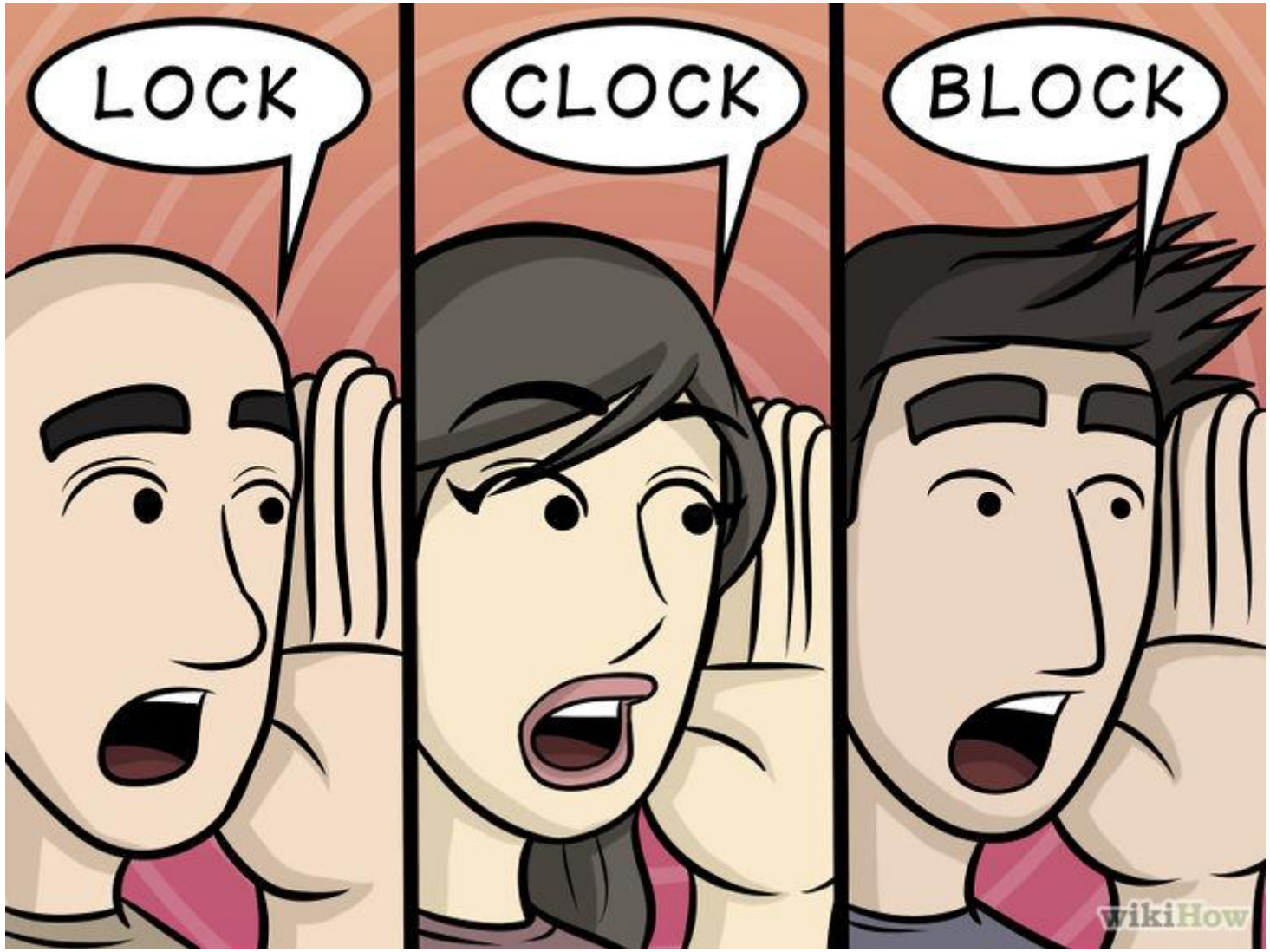
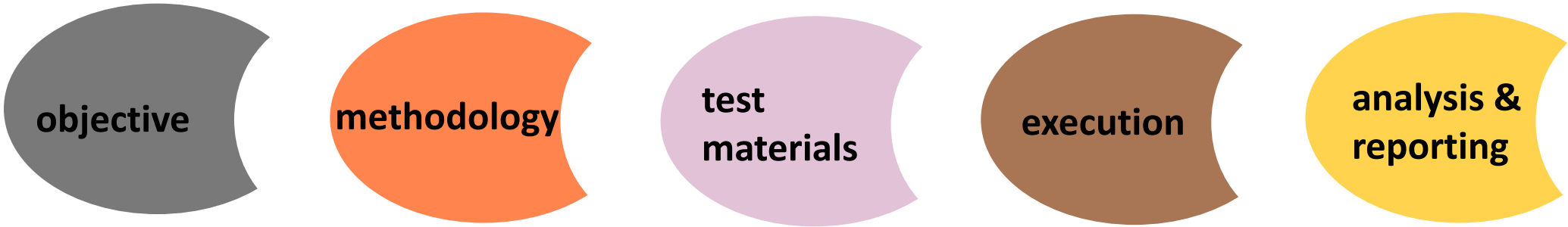


Image source: wikiHow

Project team members have the responsibility to consult with the local/regional stakeholders then present a joint position in global project team meetings.

If you involve too many people the project may take much longer.

For global projects, data analysis is typically conducted by country. Prior alignment on the data analysis specifications will facilitate decision-making.



Establish statistical specifications. Analyze by country and create summary table with data results.

Create a table or chart of the possible outcomes to facilitate decision-making and replicate it once you have the data analysis results.

	Market X	Market Y	Team decision
Was the Action Standard met?	✓	✓	Launch
Was the Action Standard met?	✓	✗	Launch in Market X
Was the Action Standard met?	✗	✓	Launch in Market Y
Was the Action Standard met?	✗	✗	No launch

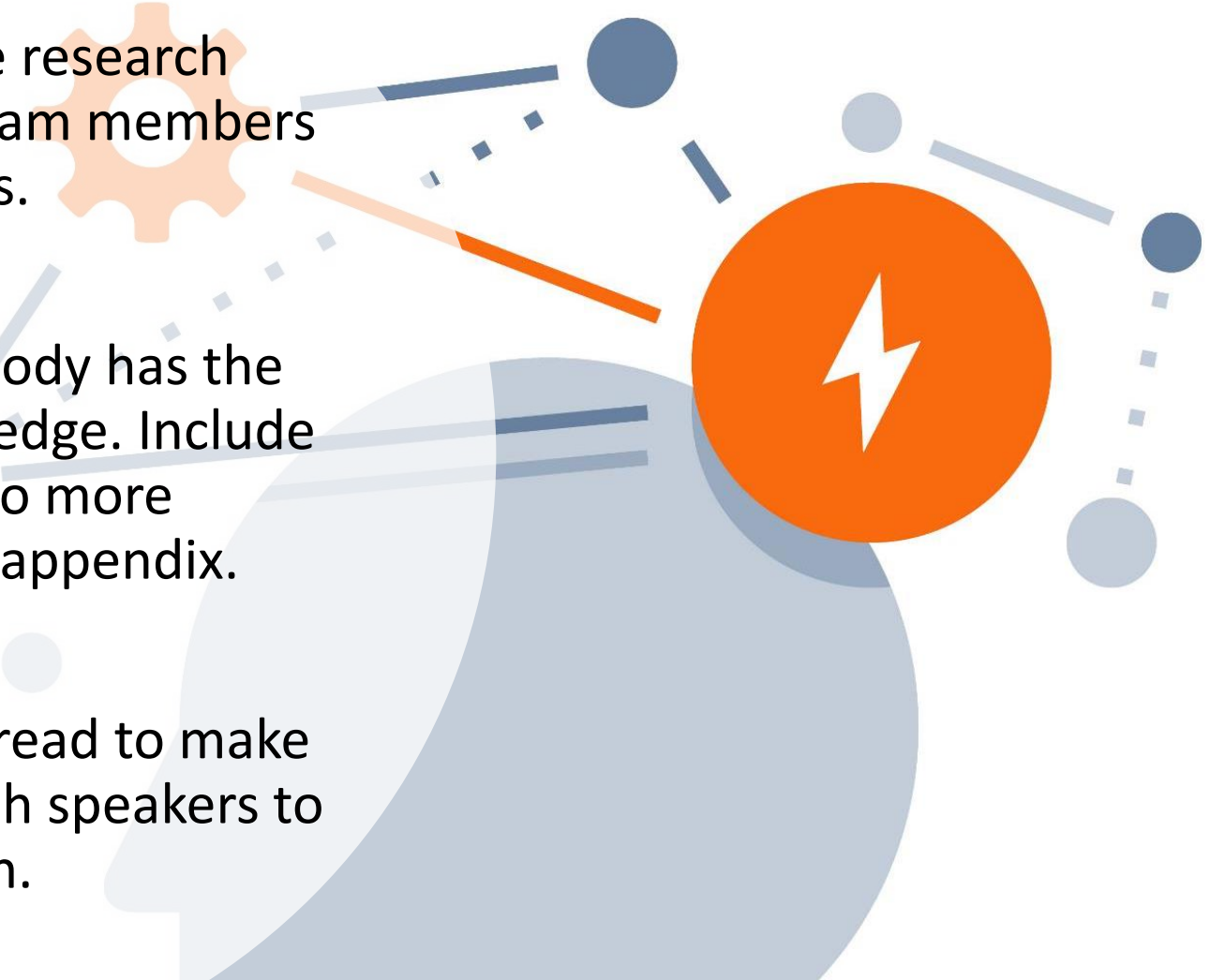
EXAMPLE

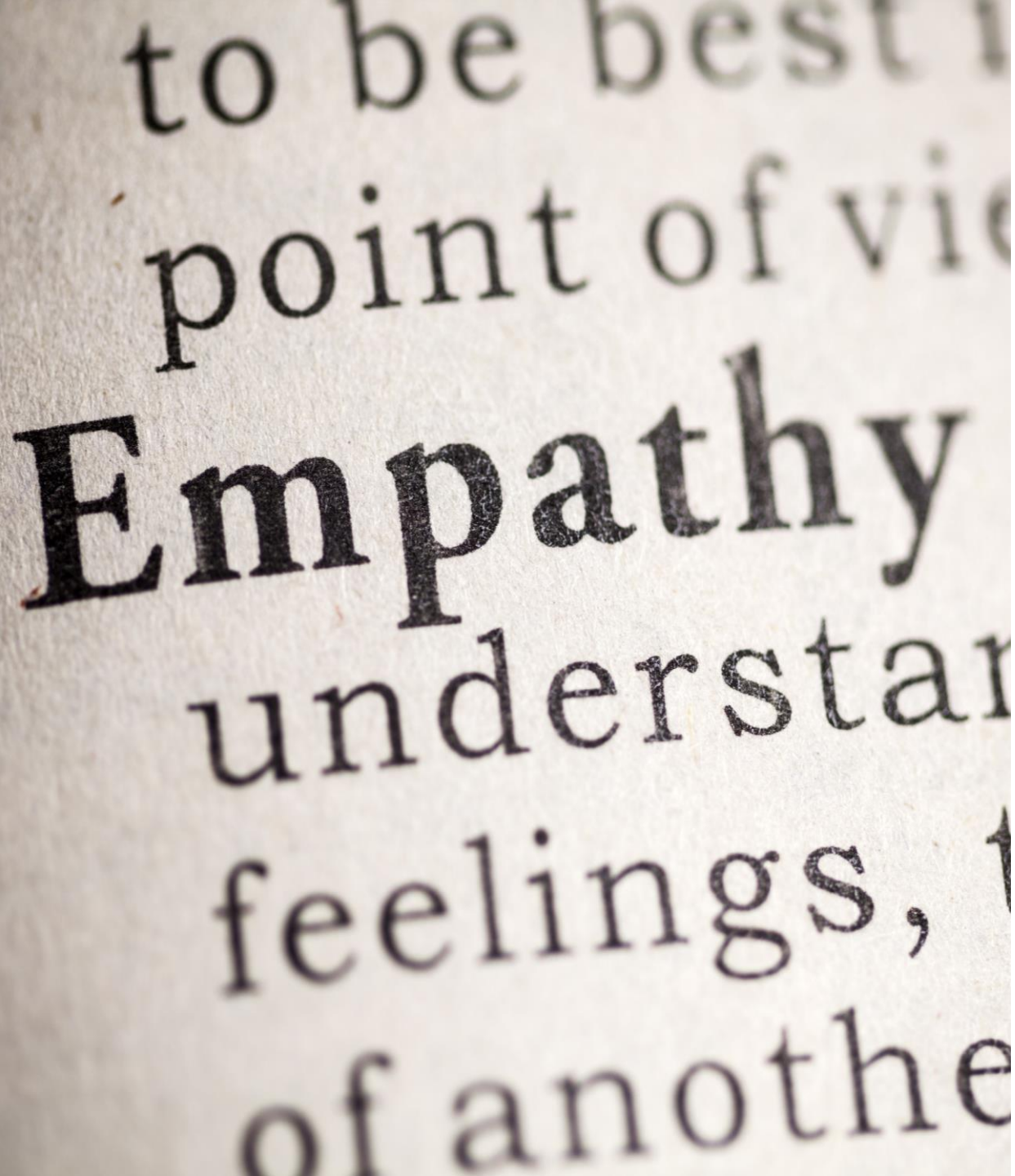
Sharing results

Set a date to share the research results with the key team members in the different regions.

Do not assume everybody has the same statistical knowledge. Include summary table but also more detailed results in the appendix.

If possible send a pre-read to make it easier for non-English speakers to review the information.





- ✓ **Empathy and humility.** It's OK not to know everything!
- ✓ **Interdependence.** Typically, a global project will require more hands-on work from your part, but you also have to rely on other people.
- ✓ **Localization.** It´s important to have a local person give you some cultural background and help you review the test materials. This person can be internal or external.
- ✓ **Team involvement.** A few key local team members must be involved and aligned, to ensure the success of the business project, but not so many that the research gets delayed unnecessarily.


THANK YOU!