

"A man is
great by
deeds, not by
birth"

-Chanakya

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INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Case Study

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Questionnaire design for market research in Research Instrument Developer (RID)

Atanu Adhikari¹

¹Professor, Marketing Management, Indian Institute of Management, Kozhikode, IIMK Campus PO, Kunnamangalam, Kozhikode, Kerala 673570, India; Email: atanu.adhikari@iimk.ac.in, Phone Number (+91) 495 – 2809241

ABSTRACT

Prabal Sinha, an MBA graduate and lead researcher of Research Instrument Developer was excited! Research Instrument Developer has been asked by a client of quick service restaurant (QSR) industry to develop a questionnaire for its market research. What Prabal understood from a discussion with Ms Kiran Sarkar of the client company, Chic-Chicken and Arun Krishna of QRA India Corporation is that QRA has conducted series of Focus Group discussion in presence of Kiran. Kiran is an IIM Kozhikode graduate and was in charge of a research project to address why her company's sales were declining. Prabal has collected all inputs from the Focus Group Discussion conducted by Arun and Rajesh and verified by Kiran. Prabal identified that FGD conducted with Chic-chicken consumers revealed some in-depth motivation and beliefs and perceptions that chicken consumers possess with respect to their perception about food quality, store ambience, value for money and service quality. The case presents how a questionnaire should be developed from secondary literature and FGD findings.

Questionnaire design for market research in Research Instrument Developer (RID)¹

INTRODUCTION & BACKGROUND

In the first week of December 2016, Prabal Sinha, and MBA graduate and lead researcher of Research Instrument Developer was excited! Research Instrument Developer has been asked by a client of quick service restaurant (QSR) industry to develop a questionnaire for its market research. What Prabal understood from a discussion with Ms Kiran Sarkar of the client company, Chic-Chicken and Arun Krishna of QRA India Corporation is that QRA has conducted series of Focus Group discussion in presence of Kiran. Kiran is an IIM Kozhikode graduate and was the incharge of a research project to address why her company's sales was declining. Atul has collected all inputs from the Focus Group Discussion conducted by Arun and Rajesh and verified by Kiran. Prabal identified that FGD conducted with Chic-chicken consumers revealed some in-depth motivation and beliefs and perceptions that chicken consumers possess with respect to their perception about food quality, store ambience, value for money and service quality. Prabal found that the Focus Group moderator has also discussed and have taken opinion about the advertisements Chic-Chicken gives in different advertising media. Focus Group Discussion conducted with the employees of the client company revealed several perceptions of the employees about working condition in the restaurants.

Chic-Chicken India, a franchise of chick chicken international based at Dubai was losing out its customers fast to other international fast food giants mainly to McDonald's and KFC in India. Chick-Chicken had shown 7% decline in 2016 at a time when chicken QSR market in India has grown by 11%. Out of 112 outlets, 36 outlets that accounted for 55% of total sales had shown decline of more than 10%.

INDIAN OPERATION OF THE CLIENT COMPANY

Chic-Chicken Corporation, a Dubai based company established in 1998 has more than 1000 restaurants in eight countries serving three million customers each day. They want to be for their customers the "Lovely chicken at lovely place". The kind of customers Chic-Chicken attracts in India was very different from other countries. There were still families with young children who frequent it. But diners also included many young people, aged between 19 and 30, with no kids.

VARIABLES IDENTIFIED FROM FGD AND SECONDARY REPORTS

Some of the key perception variables which were revealed by focus group members were how good is the quality of food of chick chicken, whether the quantity served is adequate, employees are competent, price the charges are reasonable, whether the restaurant interior is maintained neat and clean or not, sufficient variety of menu is available or not, employees are courteous and

¹ This case is developed by Professor Atanu Adhikari, Indian Institute of Management Kozhikode as pedagogical tool for classroom discussion. It is a disguised case and does not provide any information or opinion about any company in operation or closed. In case of any resemblance of fact or the numerical values in the case are for discussion purpose and need not be considered as actual values.

friendly or not. The discussion on watching the advertisement reveal that members did view the commercial but not that all liked them.

Some of the key variables that were revealed by the employees who attended Focus Group Discussion were whether benefits paid are fair, commensurate to the effort put in by employees, whether there was good work group cooperation, whether supervisors are friendly, praise for good work and recognize employees' potential. The group also discussed if there was enough opportunity for accomplishment and learning new skills, employees can choose their work and team as per their interest. It seemed that the moderator had also discussed how likely they would leave the company if they get a suitable offer.

Prabal knew that Behavioral marketing research calls for complex information processing by the respondents while filling up questionnaire. Questionnaire filling process by the respondent required comprehension of the question and then proceeding to the retrieval of relevant information from their memory. Next it involves a judgement and estimation process that is related to the respondents' motivation and preparedness to be truthful. Ultimately the respondent gives internally generated answer should match with the response categories in the questionnaire.

Kiran, from client's side, was very much aware from her marketing research course that even a minor ambiguity in formulation of questions and its scaling can have a major effect on the collected data and ultimately on the conclusion of the research. Hence it is important that all minor details of the questionnaire that were prepared by the consultants for customer survey and employee survey of Chic-chicken must be checked.

Kiran still remember the professor in her marketing research course saying that for a questionnaire of English language you should have maximum 16 words but never more than 20 words what sentence where my questions can consist of more than one sentence. She also knew that the data quality will increase if the questionnaire starts with questions or group of questions concerning the same topic are preceded by a medium length introduction. it is also important, she knew, that the grammatical complexities should be minimum meaning questions should be written in active voice rather than passive voice, repeat nouns instead of using pronouns and avoid possessive forms in order to minimise respondents cognitive demands and their mental capacity so that they can think about a response.

Kiran knew that another way of reducing the cognitive load of the respondents is to use specific rather than general terms and breaking down a complex sentence into two or more Simple sentences. Avoiding words that indicate vagueness like often, frequently etc. Kiran could remember the faculty emphasize considerable about the significance of social disability in questionnaire design, however she could not remember what exactly the faculty said on the impact of social desirability in framing question. She thought of referring to the class notes that she has saved in her own cloud. She quickly logged in to her icloud to retrieve the class notes on questionnaire design.

KIRAN'S CLASS LECTURE ON QUESTIONNAIRE DESIGN

Kiran came to know from the class notes that social desirability factor has significant impact in questionnaire design. This starts with using difficult vocabulary in questions or instructions. She even remember that using difficult vocabulary increases the probability of obtaining 'don't know' responses or wrong responses. Socially desirable response can lead to answers that are inaccurate and could not repeat actual behaviour of the respondents in many ways. For example, Kiran came to know, respondents try to take a position that is favoured by the society like 'not smoking' or using a product that is not socially desirable. Consequently some behaviours or lifestyles are under reported or over reported.

KIRAN'S TASK

Kiran must understand how the FGD groups were made and crosscheck the Focus Group Discussion guide to understand if the consultants have done correct job. She also needed to develop a complete research design with all components. She must also now find out relevant variables that are required to prepare questionnaire. Kiran knew that it is important to cover all the relevant variables in her questionnaire design. She remembered what the profession said about the importance of questionnaire design in marketing research: "Kiran after you finalize the questionnaire, you have nothing in your hand. After it, only the data will speak". With this in mind Kiran went back to her work station and opened her computer to face the challenge.

EXHIBIT 1: QUESTIONNAIRE FOR CUSTOMER SURVEY

| Sl. no | Statements | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--------|--|---|---|---|---|---|---|---|
| 1 | The food quality of Chic chicken is excellent. | | | | | | | |
| 2 | The interior works of Chic chicken is attractive. | | | | | | | |
| 3 | The food Portions provided by Chic Chicken is in very generous quantity. | | | | | | | |
| 4 | Chic chicken provides excellent tasty food | | | | | | | |
| 5 | The services/ food provided by the Chic chicken is worth its price | | | | | | | |
| 6 | The restaurant employees are very friendly | | | | | | | |
| 7 | The Chic chicken provides a neat and clean environment | | | | | | | |
| 8 | The restaurant is a fun place to go. | | | | | | | |
| 9 | The Chic chicken restaurant provides wide variety of menu items | | | | | | | |
| 10 | The Chic chicken product prices are reasonable | | | | | | | |
| 11 | The courtesy of employees is satisfactory | | | | | | | |
| 12 | The Chic chicken employees are competent | | | | | | | |

1 – Strongly disagree

7 – Strongly agree

| | | 1 | 2 | 3 | 4 |
|----|---|---|---|---|---|
| 13 | The food quality ranking of Chic chicken is | | | | |
| 14 | The atmosphere ranking of Chic chicken is | | | | |
| 15 | The price ranking in Chic chicken is | | | | |
| 16 | The employees ranking of Chic chicken is | | | | |
| | | | | | |

1 - Least Important 4 - Very Important

5) The services of Chic Chicken is satisfactory:

1 2 3 4 5 6 7

Not very satisfied

highly satisfied

6) Will visit Chic chicken again in future.

1 2 3 4 5 6 7

Definitely will not return

definitely will return

7) Will recommend Chic chicken to friends.

1 2 3 4 5 6 7

Definitely will not return

definitely will return

8) The frequencies of dinning at Chic Chicken are:

1 2 3

Occasional dinner

somewhat frequent dinner

very frequent dinner

9) Have you seen the advertisements of Chic chicken?

Did not see advertisement

Saw advertisement

10) If yes, how many times have you seen?

1 2 3
a) Saw advertisement #1 Saw advertisement #2 Saw advertisement #3

11) Rate the advertisements of Chic chicken.

1 2 3 4 5 6 7

Very Poor

Excellent

| Sl. no | Statements | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--------|---|---|---|---|---|---|---|---|
| 1 | You are paid fairly. | | | | | | | |
| 2 | You are acknowledged by your supervisor | | | | | | | |
| 3 | Your work group is cooperative | | | | | | | |
| 4 | You are able to learn new skills | | | | | | | |
| 5 | Your supervisor recognize your potential | | | | | | | |
| 6 | You are able to accomplish your services on time | | | | | | | |
| 7 | You are interested to work as a Group | | | | | | | |
| 8 | You receive payment according to your performance | | | | | | | |
| 9 | Your supervisor is friendly/ helpful | | | | | | | |
| 10 | You get any training for work | | | | | | | |
| 11 | You are provided with reasonable benefits | | | | | | | |
| 12 | | | | | | | | |

You are loyal to Chic chicken

1 2 3 4 5 6 7

Definitely will not return

definitely will return

You put effective effort in your work

1 2 3 4 5 6 7

Definitely will not return

definitely will return

You proud to be a part of Chic Chicken

1 2 3 4 5 6 7

Definitely will not return

definitely will return

Research Office

Indian Institute of Management Kozhikode

IIMK Campus P. O.,

Kozhikode, Kerala, India,

PIN - 673 570

Phone: +91-495-2809237/ 238

Email: research@iimk.ac.in

Web: <https://iimk.ac.in/faculty/publicationmenu.php>

