

Opportunities for Marketing Research Function



Naoki Takahashi
Marketing Research 2.0

Agenda

- Marketing Research 2.0 Project
- Scope Expansion of MR Function – A Case Study of Nissan MI
- Q&A with Audience



Profile: Naoki Takahashi

Expert Leader

Corporate Market Intelligence Division

Nissan Motor Co., Ltd.

Over 30-year experience in marketing research and CRM analytics with diversified areas in terms of industry, methodology, marketing theme, etc.

Joined Nissan 2003, develops and manage global marketing research scheme and leads cross functional projects for creation and restructuring of the company business processes

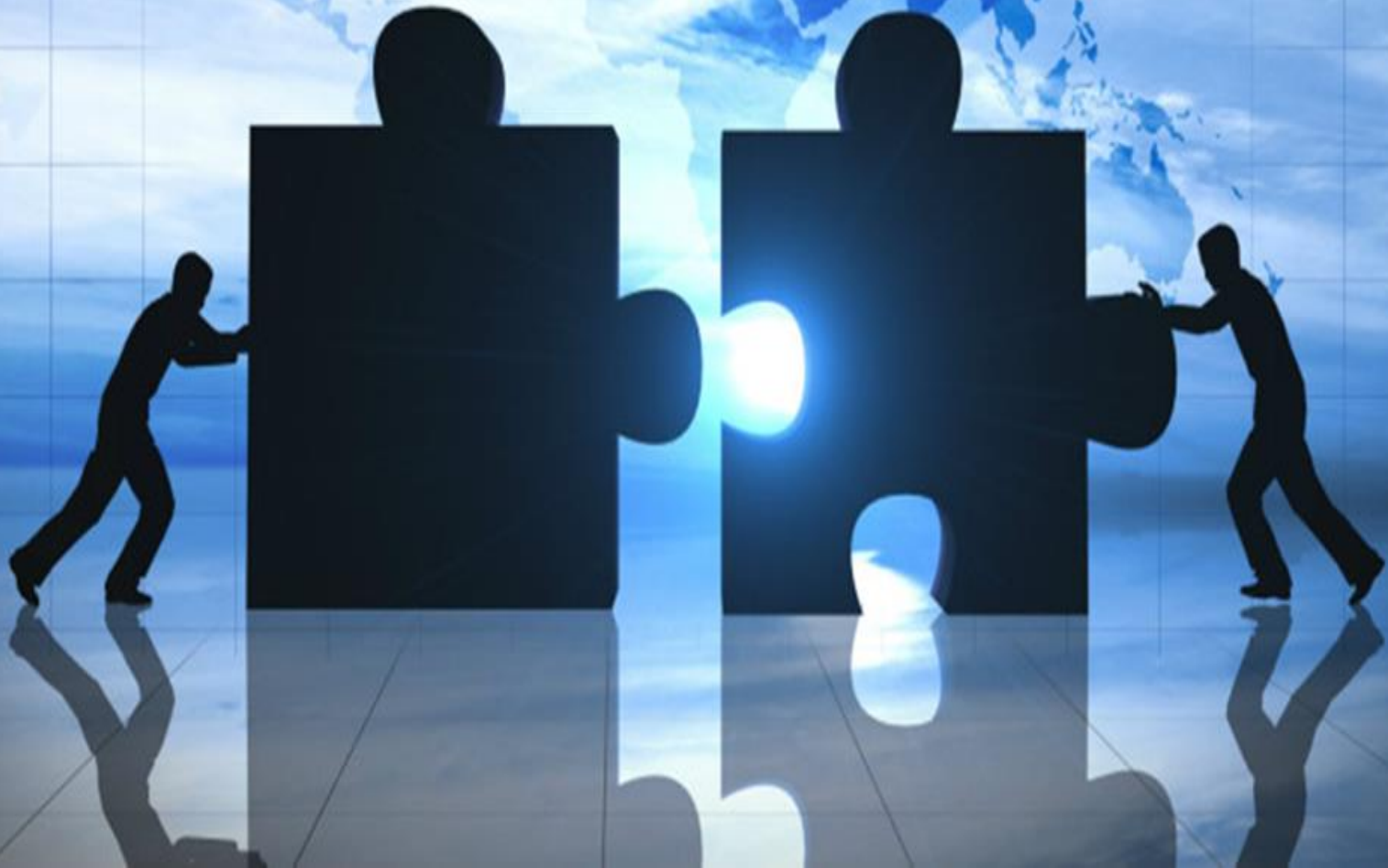
Before joining Nissan, worked for Intage Inc., managing diversified areas of customer research projects and CRM initiatives in terms of industry, methodology, strategic implications, etc.

MBA, Kellogg Graduate School of Management

BA in Sociology, Doshisha University



Marketing Research 2.0 Project



Marketing Research 2.0 is...

- A group of people who are engaged in marketing research and want to make contribution to it
- Consisting of people from both MR firms and MR function in client companies
- Aiming to make proposals to solve/improve issues in Japan's MR industry

赤塚史恵(株式会社インテージ)

秋山直樹(花王株式会社)

池谷雄二郎(株式会社トークアイ、JMRA理事)

石井栄造(有限会社アウラマーケティングラボ)

上脇辰三(CLIMB Factory 株式会社、JMRAシニアアドバイザー)

梅津順江(生き方上手研究所)

大嶋バニッサ(ナイキ・ジャパン株式会社)

太田恵理子(麒麟株式会社)

大田隼人(株式会社デコム)

河田浩昭(株式会社オリエンタルランド)

五味達宏(GMOリサーチ株式会社)

佐藤雅子(株式会社ビデオリサーチ)

佐野良太(株式会社トークアイ、ESOMAR JAPAN代表)

白石章兼(株式会社アイディエーション)

白川貴久子(株式会社NTT docomo)

白川玲子(セブンシーズ マーケティングリサーチ株式会社)

鈴木由美子(ロッテ株式会社)

高橋直樹(日産自動車株式会社)

高山佳子(株式会社インテージ)

田巻美保(ビデオリサーチ株式会社)

田村篤司(楽天リサーチ株式会社)

藪下幸久(フィリップモリス・ジャパン株式会社)

吉田朋子(フリーランス)

サポート: 渡辺養一(日本マーケティング協会)

九州支部: 小代禎彦(TOTO株式会社)

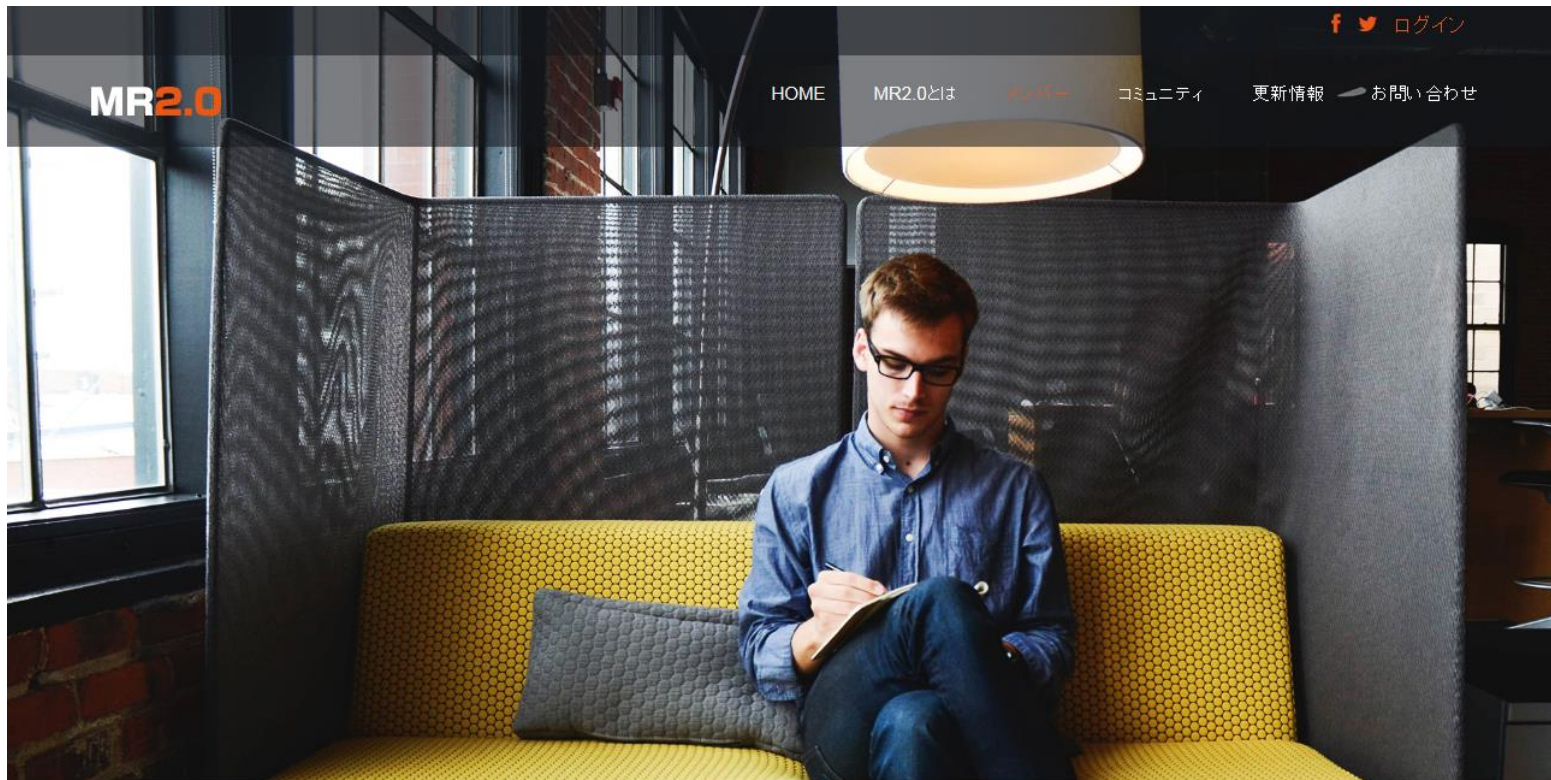
So far...

- Proposed “Research Partner Sheet” with a pilot use case

項目		具体的に相手に期待すること		相手が実施したことの受け止め・今後への要望	
調査設計に合致した対象者を無		発注者			
項目		具体的に相手に期待すること		相手が実施したことの受け止め・今後への要望	
調査手法にないものを調査		発注者			
項目		具体的に相手に期待すること		相手が実施したことの受け止め・今後への要望	
調査の背景にあるビジネス課題を共有する	発注者				
	受注者				
ビジネス課題を適切に調査課題・調査目的に落とし込む	発注者				
	受注者				
手法提案の自由度と期待を共有する	発注者				
	受注者				
調査課題解決にとって適切な調査手法を提案する	発注者				
	受注者				
最終成果物イメージを共有する	発注者				
	受注者				
成果物を適切にアウトプットする調査設計を企画する	発注者				
	受注者				
プロジェクト全体を計画通りに実施し、必要な修正やリカバリーをタイムリーに実行する	発注者				
	受注者				
相手への要望や進捗報告などのコミュニケーションを適切なタイミングで、相手に十分なリードタイムを与えるように行なう	発注者				
	受注者				

Recently...

- Got support by Japan Marketing Association
- Will provide seminar in early next year
- The beta Website has been in place.
 - Needs support for the facilitation





Scope Expansion of MR Function

A Case Study of Nissan MI

(Market Intelligence)

The Journey of Nissan MI



Nissan MI's Global Governance

- Corporate Market Intelligence collects customer insights from all over the world.



Nissan MI's Scope

- Has been expanded to global and functions across the company
- Still on the way of expansion



Definition of “Insight”

- “Innovative way of understanding customer and making people excited to create an idea”
- the igniter for both customers and planners

For consumers

“I didn’t realize the reason I like it, but now I’ve got it!”



For planners

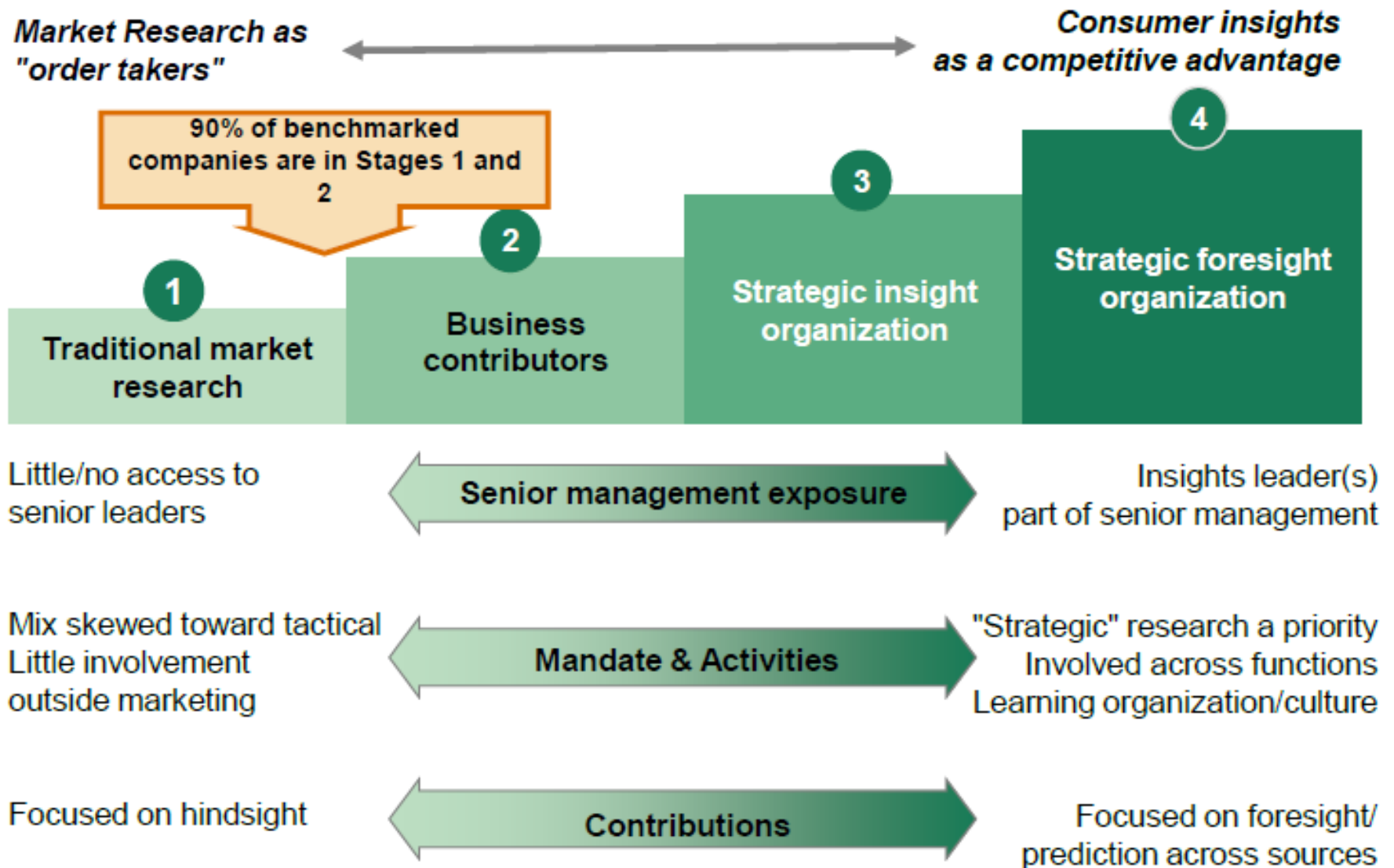
**“I was struggling with it, but now I’ve struck the point!”,
“Then, this idea must be working!”**



For example...

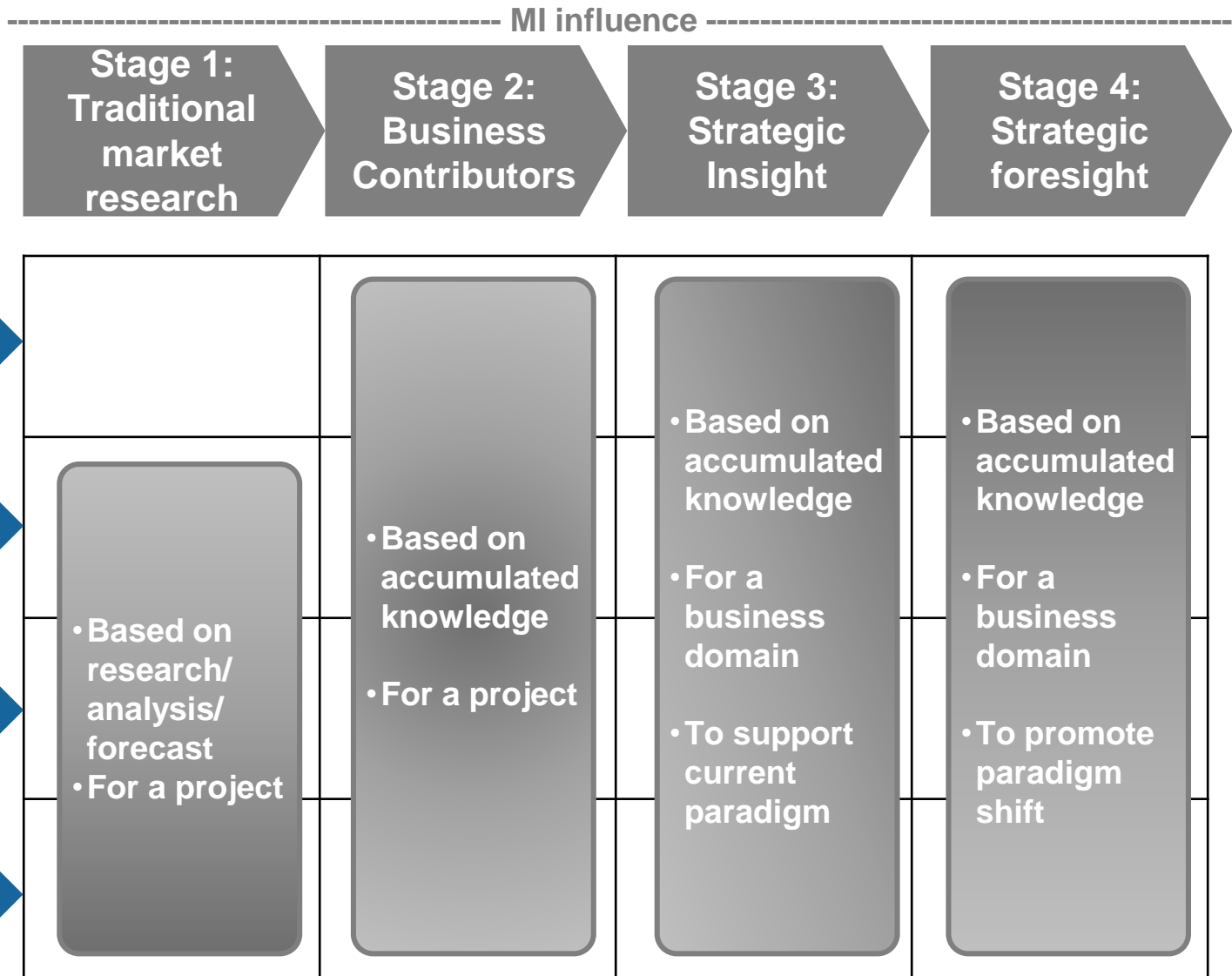
- ☹️ “XX% of customers want versatile seating arrangement”
- ☹️ “Customers want to make their family relax in the car.”
- 😊 “The fathers of the family intending to buy a new minivan want to feel he provides value to his family by offering relaxation with something he selected and by looking at they are relaxing.”
- 😊 “He wants to have occasions where he can feel himself as a good dad.”

Evolution of MR Function



Source: BCG 2009

Focus in MR Function's Role



In the Course of Expansion, Nissan MI Has Earned...

- Research budget ownership
- Global management
- Seats in decision making meetings
- Responsibilities and resources of stakeholder organization
- Validator role for sales volume plans
- Assessor role for marketing ROI

... getting trust from executives and stakeholders by any means

And, nothing was given but earned.

Preparation for the Future

Accelerate

- Work as a company leader function
- Decrease the reliance on survey research
- Use more non-research data, both internal data and external data
- Use up-to-date tools and methodologies
- Keep and develop capabilities necessary for the above scope
- Always in trial of cutting edge methods, tools, frameworks with supporting budget generated by reducing the costs for inefficient tasks
- Use optimal resources across alliance

Keep

- Engage with wide range of stakeholders
- Attract talent from in and out of the company as being a respected position
- Career path connecting with other functions and across regions develop people expertise
- Working with and supported by top-notch agencies



FUTURE

**Thank you
Q&A**