

## RADCL Research

Make better business decisions by collaborating in research

### RESEARCH AND DECIDE COLLABORATIVELY

Every year product and service companies and investors spend billions on research to support important decisions. Yet only one out of four research projects actually result in an action. The other three are shelved. Why is so much time and money wasted?

In conventional research, the researcher is the primary thinker and the recipients are secluded from the learning, except as jurors of the final presentation. Unfortunately, when learning is isolated from the people who will have to act on the conclusions, the risk of a poor decision is very high.

RADCL, pronounced "radical", for Research and Decide Collaboratively, is a simple, proven research method that combines process and technology to create a rich and productive environment for important decisions.

#### Why is RADCL better?

In a RADCL research project, all of the people who will own a stake in the result are linked by thinking. The collective intelligence of the business team is used to solve problems. Teams set objectives, learn by sharing and debating the hypothesis and the findings, and then reach a logical, fact-based conclusion together.

Teams and team members interact in an open forum. Everyone has access to the questions and answers, the raw data and a library of analytic tools. Individuals can become intimately familiar with the research and even test their own hypotheses. As they learn on their own, they can push findings to other members or groups, so learning becomes a shared experience. As a result, everyone's time is used wisely and everyone learns.

#### What is RADCL Useful For?

RADCL is used by value-driven global Fortune 500 public and privately-held mid-market businesses and private equity firms around the world to speed decision making and increase their return on investment in research.

While RADCL will improve common poll-based research like customer satisfaction and brand preference, it is most powerful for exploration, where new learning is required to support the creative or decision processes.

RADCL projects are designed for companies who must listen to their customers in order to create new customer value:

- Understand customers' goals and obstacles to create products and services that matter
- Measure their performance to expectations, and learn what must be done to secure relationships and grow sales
- Test the relevance and interest in an idea to streamline development and improve commercial success
- Create simpler, richer programs for customers and customer groups with special needs

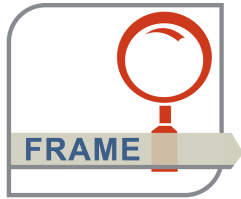
RADCL is also used by investors and managers who need to know more about the companies and markets in which they plan invest. RADCL provides the hard to find information required to build a complete picture of a business environment, like:

- Detailed competitive alternative understanding
- Accurate market size, shape and structure
- Value and power maps
- Near term and mid-term action and program planning
- Strategic implications - roll, hold, harvest, build



## RADCL APPROACH AND KEY QUESTIONS

RADCL supports the management principles of a customer value-based business. It is modeled after the Six Sigma DMAIC (Define, Measure, Analyze, Improve, and Control) and DMAVD (Define, Measure, Analyze, Validate, Design) process improvement and product development methods, extending these concepts to the practice of business research and decision making. It follows a simple path, asks good questions, and results in the right answers.



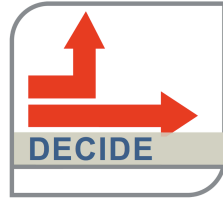
### FRAME

- What's the problem that we have to solve?
- Who do we need to listen to?
- What do we need to ask them?
- What do we expect to learn?



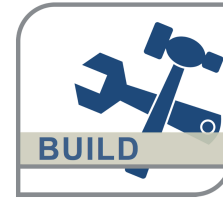
### LISTEN

- What are we learning? Is it what we expected to learn?
- How are we surprised? How are we validated?
- What else do we have to know to be sure?



### DECIDE

- What are our options?
- Which choice is best for us?



### BUILD

- What will we have to do differently?
- How should we make that happen?

## OUTCOMES AND ROLES

Research effectiveness is based on whether or not decisions are made and actions are taken based on what was learned. RADCL projects have proven to be four times more effective than conventional research, because clients arrive at a level of confidence that is unattainable in conventional research.

### Confidence

As in any research project, confidence is gained through statistical significance. But while RADCL delivers the statistical confidence of a poll, it also brings the invigorating awareness that one truly understands what the data mean. This is possible because in RADCL:

- More energy is spent on surprises than on validations, since surprises are often leading indicators and they are always the origin of innovation.
- When you find something new, you can share it, so that others see what you see.
- Focus is on behaviors and ambitions, as opposed to transactions, because these factors drive business.
- Uses qualitative tests to prioritize ideas and quantitative research to fill in the holes when necessary.
- Applies analysis when appropriate and intelligence when necessary, so no time is wasted.

### Roles:

In most RADCL projects, FiveTwelve Group researchers take full responsibility for managing the research project, collecting data and driving teams towards answers and conclusions.

A core client project team shares responsibility for project guidance, survey guide creation, data analysis and report review during short progress meetings.

Extended client teams are recruited into RADCL projects for special tasks like brainstorming or to address special challenges. Anyone can be involved: sales teams, independent channels, external experts and customers.

All teams interact via FiveTwelve's RADCL Research Tool, which consolidates research, simplifies data access, makes answers easy to find, and minimizes re-work.

### Timing

The duration of a RADCL project depends on the scope of the decision that must be made and the population of the market. That said, a typical RADCL project lasts between 6 weeks and 6 months.



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*To discuss your business research requirements and learn if RADCL is right for you, sign up for a short introductory Webex at [http://www.fivetwelvegroup.com/survey/RADCL\\_Webex/](http://www.fivetwelvegroup.com/survey/RADCL_Webex/) or call us for a personal consultation*