

# The Decision Making Process

Marketing  
Decisions

Opportunities

Best  
Alternatives

Implement



# Introduction/Summary

Many CEOs and clients say “our research just sits on the shelf” and we can’t get decision makers to use it.

- Is your great research on a shelf gathering dust?
- Are people making bad decisions without research?
- Remove barriers and improve efficiency of decision making information dissemination.
- Understanding a **process** to decision making and information support can lead to more effective decisions and execution, when great opportunities arise.
- Schedule and automate the process.
- Hire a third party perspective (our personal favorite)
- Decide today to do something to improve your/your organization’s decision making.



# Barrier Removal

- Research is one of the quickest ways to remove decision barriers, especially if you are not sure what keeps people from getting the right market intelligence to make the right decisions.
- Many nearly free web surveys programs (Qualtrics, etc.) are available for you to quickly email to a team and track what the barriers and bottlenecks are and to improve the decision making of your team and organization in the future.
  - What cultural issues are creating barriers? Are C-Level Suite doors shut?
  - What kind of resources do you use to support the big decisions?
  - Do you have a list of past and future big decisions going?
  - Do you understand your colleagues biggest decisions? (Like they may leave soon because they are tired of ever shrinking budgets)
- And my personal favorite, how are you using third party, unbiased research, to support your information for decision making?
  - For many it appears to be time to increase budgets and get back to the good information that leads to good decisions.
  - Convince managers and decision makers with great new information designed to attack the problem/opportunity.

# Classic Textbook Decision Making

Classic economic theory means you would look at ways to increase revenue/profit when establishing objectives with your team or organization.

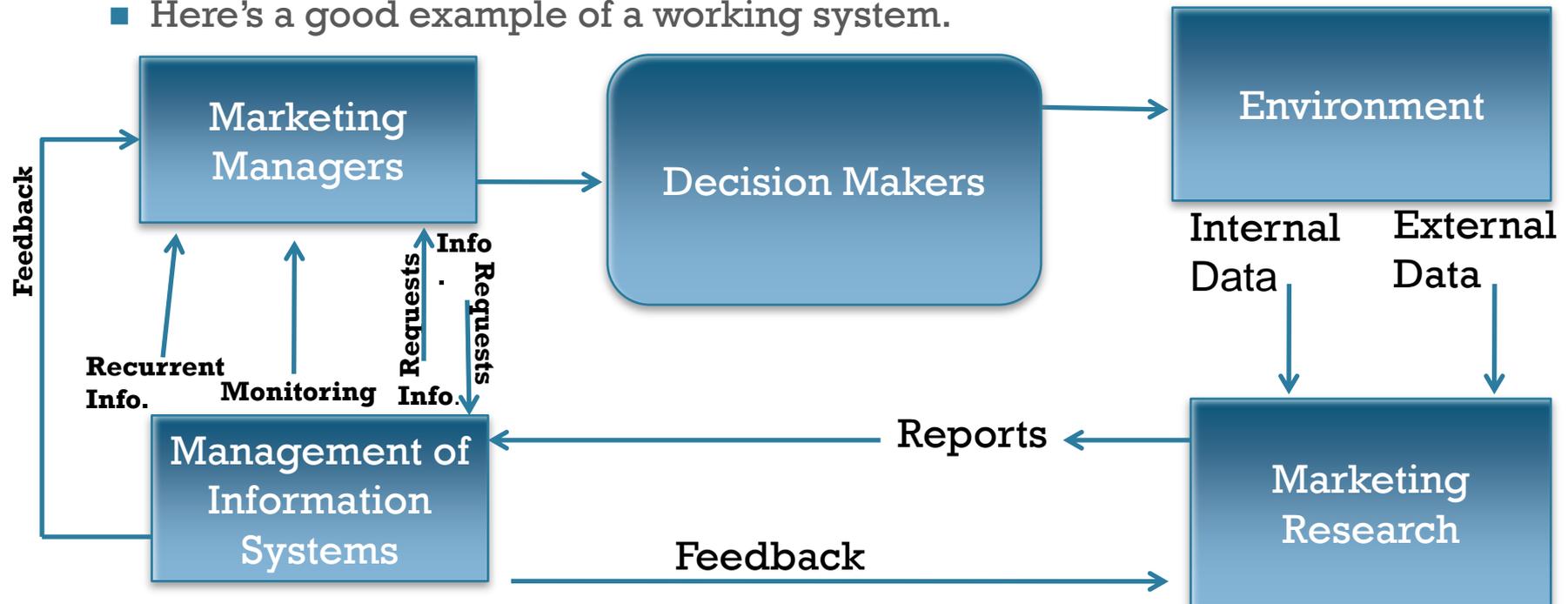
- **Big Question:** *Is the information you are delivering nice to know or profitable?*

Note that research can facilitate each step in the decision making process and that the order of looking at these pieces may vary.

The Decision Making Process	
Establish Objectives	ID Problems
Examine Performance	ID Opportunities
Select Problem	Opportunity Selection
Develop Opportunities	Choose Best Opp.
Implement Alternative	Modify/Test

# Decisions – Share the Intelligence

- Sometimes the decision making systems are neglected. And info doesn't flow. If the information doesn't flow, then your org can't leverage your market intelligence information. Why does the report sit on the shelf? How do you share it in the organization? Who has read info sent?
- Here's a good example of a working system.



# Definitions

- MIS – A system designed to generate, store and disseminate an orderly flow of pertinent information to decision makers.
  - Used to ID, select and solve problems.
  - Recurrent information -is provided on a periodic basis for indicating problems and opportunities both internal and external information sources tapped.
  - Monitoring information – is regular scanning of certain sources. Comes primarily from external sources good for alerting people to potential problems.
    - Who has read it and who needs a reminder to read it? (automate)
- Requested information – in response to special request for problem ID, selection and solution.
- Marketing Decision Support System (DSS) – decentralized and allows managers to interact directly.
- Market Research Department – Often manages MIS/DSS function
  - Proactively performs and hires analysts to write reports which identify and solve problems and increases long run revenue and efficiency by leveraging market intelligence
  - May perform internal or rely on external vendors/sources
  - Centralized or decentralized
  - Factors determining make or buy decisions



# Definitions (cont'd)

- Environment – This is one you have to define but consider the following:
  - Internal environment. This includes HR, organizational development organizational behavior and special committees like safety, diversity or ethics. How many touch points do you have to get info to decision makers?
  - Customer groups. Top customers. Prospects. Program participants.
    - Information channel may define these groups and how you communicate with them.
  - Political landscape. Government Regs. Taxation without....
  - Education level and voice. You probably shouldn't communicate to union employees the same as salaried, right?
  - Economic landscape. Some segment of the economy have 30% unemployment right now. Budgets small or big?
  - Online, bricks & mortar, social media, and coming to an organization like yours soon – clubs and mobile marketing communities.