Examples Index

Company	Scenario	CH
ABC News	Commissioned TNS Intersearch to conduct numerous opinion polls following the September 11, 2001, attacks on the World Trade Center and the Pentagon.	7
Abiomed	Medical trial for the AbioCor implantable replacement heart system.	2
ACNielsen	Ad recall survey and purchasing behavior data drawn from its Household Scanner Panel™ served as the test and control groups for the Magazine Publishers of America study on ad effectiveness.	14
Advertising World (University of Texas)	Developing a portal to advertising websites of interest to students and practitioners.	10
Airsole*	Constructing agreement items for a scale.	9
Albany Outpatient Laser Clinic Inc.*	A preprocedure self-administered study of patients awaiting eye surgery on patient issues and attitudes.	11, 12
American Demographics	Used TNS Intersearch to measure attitudes toward copyright infringement for a special issue on privacy.	8, 12
American legal system	Correct and incorrect decisions about hypothesis testing are compared to the U.S. legal system's presumption of innocence until guilt is proven.	17
Army Reserve	Testing weaponry and ammunition.	2
ArtDecoAppliances*	A company choosing a location for a new manufacturing plant.	3
Association of American Publishers	A trade association that conducted research to develop an ad campaign that would encourage the reading of books.	3
Audience Selection, Ltd.	Conducted the second round of phone interviews in the Global Entrepreneurship Monitor (GEM) study.	6
AutoCorp*	An automotive manufacturer, about to do research on competitive issues, that finds a competitor's intelligence report.	5
Avionics Inc.*	An aviation firm conducting an employee survey.	5
Bank of America	Using data-mining software to pinpoint marketing programs that attract high-margin, low-risk customers.	10
BankChoice*	A bank experiencing eroding profits and lackluster growth using a descriptive study of account owners' activity to develop new strategies for targeting large, active accounts.	3, 6
Bayer Consumer Care	Used personal interviews, phone interviews, and syndicated data to reposition Aleve; resulting ad campaign increased market share by 1 percent, a major feat in the highly competitive analgesic category.	11
Bissell, Inc.	Small-budget ethnography study to guide the development of the Steam 'n Clean marketing plan.	4

*Due to the confidential and proprietary nature of most research, the names of some companies have been changed.

Company	Scenario	CH
BizRate	An independent company that uses purchaser panels (computer-delivered self-administered surveys) to evaluate e-business customer service.	11
Blue Cross Blue Shield	Using data mining to staff and train customer service call centers.	10
BMW	Using data mining to design improvements to the crashworthiness and safety of automobiles.	10
Booth Research Services	Digesting reams of data to assist research sponsors in making management decisions.	16
Brain Reserve	A trend-spotting organization that uses content analysis.	15
Bridgestone/Firestone	Studying secondary data to understand tire tread separation.	1
British Chemical*	A study of the value of job enrichment as a builder of job satisfaction.	14
Bulk container shipping	Implementing a smoke-free workplace policy by evaluating accidents and smoking.	17
Burke CSA	A research company using measurement scales to provide companies with customer feedback.	8
Business Week's "Executive Compensation Scoreboard"	Multidimensional scaling of 16 (fuel segment) 601–603 companies based on executive compensation and return on equity.	19
CadSoft*	Job description analysis for technical writers who document architectural software.	2
CalAudio*	Using MANOVA to assess the manufacturing quality of CD players.	19
Campbell Soup Company	Content analysis is used to structure the promotional message for V-8.	15
Catalyst, Inc.	The nonprofit research organization charged with executing the court-ordered multistage research study in the Smith Barney sexual harrassment case.	6
Census 2000	The largest survey in the United States provides data for a variety of purposes.	12
Centers for Disease Control	Using an ex post facto design to determine causation of inhalation anthrax contamination at the USPS.	6
Central City Bank*	A findings page in a commercial bank market study.	20
Charles Schwab	Describing the Internet's importance to investor research.	10
CHILDCO*	Company researching the acquisition of a toy manufacturer.	1
City Center for Performing Arts*	Preliminary data analysis described.	16
CityBus*	A city transit authority is determining how to best promote a new route structure to current and potential riders.	7
CLT Research Associates	Conducted more than 800 in-home personal interviews in the Aleve respositioning research.	11
CNN	With *USA Today*, commissioned opinion polling after the September 11, 2001, attacks on the World Trade Center and the Pentagon.	7
CNNfn	Design of a website for a special-interest audience.	10

Company	Scenario	CH
Coca-Cola FEMSA	Using data mining for inventory, production, and promotion management in Mexico, Argentina, and Latin America.	10
Colgate-Palmolive Co.	(1) Using data mining to improve forecasting, production, and customer order fulfillment. (2) Study of toothbrushing ergonomics revealed that some users change their grip more than 100 times during brushing and that thicker-handled brushes promote longer brushing.	10, 17
ColorSplash*	A paint manufacturer studying inventory control options to improve profitability.	1
Compass Marketing Research	Providing a wide array of facilities capable of handling many research designs.	4
Containers, Inc.*	Implementing a smoke-free workplace policy by evaluating the relationship between accidents and smoking.	17, 18
Copper Industry Association*	A study of the outlook of the copper industry in the next 10 years.	6
CPG Industry	Testing the use of RFID technology for tracking exchanges, as well as product use, storage, and speed of consumption.	13
Croyland Associates*	Secondary research to prepare for an interview with a potential research client.	10
CrystalGraphics	Designing software (PowerPlugs) to enhance PowerPoint™ presentations.	20
Cummins Engines	A manufacturer uses data mining and customer relationships to design signature 600 engines.	5
Dean Merrill*	(1) Testing the effectiveness of two sales training methods for account executive trainees. (2) A brokerage firm recruiting account executive trainees using discriminant analysis to predict whether future candidates will be successful account executives.	17, 18, 19
Decisive Technology	Developed MarketView software that permits Hewlett-Packard to quickly and less expensively evaluate new products online.	15
Dow Chemical	Using data mining to increase sales call effectiveness.	10
Dynamic Logic	Research firm that studied ad effectiveness measures being used to evaluate Internet advertising.	8
Economic Development Council of Palm Beach*	Evaluating a proposal for a study designed to ascertain job creation practices among local companies.	4
EducTV*	An educational television consortium serving a poorly educated population attempting to assess programming needs.	3
EntryPoint	Formed an alliance with PWC to launch an e-business, TelecomInsider, which provides timely decision-making information to telecommunication managers.	19
Envirosell	A comparison of store traffic behavior in the United States, Great Britain, and Australia.	13
Ernst & Young	A consulting services firm that does research for its clients and values the increased knowledge level of its employees.	1
Espace Van*	Measuring attendees' reactions at an auto show.	8
European MBA programs	Specialty programs in business administration reflect emerging market niches.	18
e-WEAR*	Controller of e-commerce division of large retail chain evaluates receivables.	17

Company	Scenario	CH
Federal Express	Use of bar codes (called Codabar) on shipping labels.	15
Financial Accounting Standards Board	New standard for measuring "goodwill" that recognizes the value of research on brand equity.	1
FLOORgraphics, Inc.	Using test and control groups to determine the effectiveness of FLOORads.	14
Forbes 500	(1) The relationship between cash flow and net profits in 10 companies. (2) Text presentation of statistics.	18 20
Forbes Industry List	Industries, business classifications, and market sectors displayed to illustrate frequency tables and pie and bar charts.	16
Forbes sales data	Testing for significance between two years of sales in 10 companies.	17
Ford Motor Co.	(1) Studying secondary data to understand Explorer rollover susceptibility. (2) Challenged the Insurance Institute for Highway Safety's crash tests results and conclusions.	1 16
Fortune 100	Evaluates the 100 best companies to work for in a tough year; what makes a great workplace.	15
Fortune 500	Database used to demonstrate the construction of histograms, stem-and-leaf, and boxplot techniques.	16
Galaxy Dept Stores	Seeking to assess teen shopping preferences prior to constructing instore teen boutiques.	9
Gallup Organization	(1) Conducted opinion polling after the September 11, 2001, attacks on the World Trade Center and the Pentagon for CNN and *USA Today*. (2) Participants provide answers to questions they don't understand.	7 12
Gartner Research	A full-service research firm whose *Dataquest* service provides global market intelligence for the IT and telecom industries.	11
General Motors	Development of bar coding for inventory analysis.	15
General Trading Company	Use of bar coding to direct shipments to appropriate loading bays.	15
Gillette Company	(1) Using data mining to plan on-location promotional store displays in German retailers. (2) Its fatter Oral-B toothbrush for "power grippers" earned complaints from users, as it wouldn't fit in toothbrush holders; further research revealed this was a problem in less than 19 percent of households with built-in holders.	10 17
Global Entrepreneurship Monitor (GEM)	A longitudinal design causal study to identify government policies that foster entrepreneurship.	6
Good Housekeeping Institute	Research center that conducts product performance tests for all products advertised or featured in articles in *Good Housekeeping* magazine.	20
Good Housekeeping Institute "Savvy Consumer"	Newly syndicated column for newspapers by King Features based on research results from experiments conducted by Good Housekeeping Institute.	20
Goodyear Tire & Rubber Company	Research led to Aquatred, the most award-winning new product in tire industry history.	3

Company	Scenario	CH
Greenfield Online	(1) A program—FieldSource—used to create a custom-selected opt-in panel used to provide quick, cost-effective samples; draws samples from 3 million participants from various demographic and lifestyle groups.	6
	(2) A provider of computer-delivered surveying for Hewlett-Packard's study of printer performance.	11
Hart/Teeter	Conducted opinion polling after the September 11, 2001, attacks on the World Trade Center and the Pentagon for NBC and *The Wall Street Journal*.	7
Henry J. Kaiser Family Foundation (KFF)	(1) Conducted a benchmark study on U.S. public and private school sex education among teens, their parents, teachers, and principals.	7
	(2) One-year tracking study to assess physicians' knowledge and attitudes regarding mifepristone (RU486).	9
Hewlett-Packard	(1) Used data mining to respond to the September 11, 2001, World Trade Center collapse.	10
	(2) Used Greenfield Online's *QuickTake* Web survey to shorten the turnaround time for data collection.	11
	(3) Used online software from Decisive Technology to provide quicker, less costly evaluation of new products.	15
Hill Top Research, Inc.	Human odor detectives employed to test the effectiveness of underarm deodorants.	14
IBM	Using its *GeneMine* technology to help biologists develop better cures and treatments for disease.	10
Inferential Focus	A trend-spotting organization uses content analysis.	15
Information Resources Inc. (IRI)	Syndicated research supplier to CPG manufacturers that was forced to redesigned its sampling and research design when Wal-Mart chose not to renegotiate its contract to supply point-of-sale data; introduced *InfoScan® Advantage*.	7
Informative, Inc.	A provider of real-time customer feedback to Nortel Networks through the deployment of an Internet survey.	12
Institute of Traffic Engineers (ITE)	Contracting information on State Farm's Dangerous Intersection Initiative.	2
Insurance Institute for Highway Safety	Conducted safety experiment involving frontal offset crash tests of competitive, full-sized trucks, including those manufactured by Ford, GM, DaimlerChrysler and Toyota.	16
Interactive Advertising Bureau	A trade association's research reveals what ad sellers are using to measure ad effectiveness.	8
John Deere and Company	A manufacturer of construction and agriculture equipment conducting both quantitative and qualitative studies to understand its environment.	6
Johns Hopkins Medical School	Failing to obtain consent during clinical trials of high-risk drug therapy research.	3
JRP Marketing Research Services, Inc	Using experience and satisfaction of prior clients to examine new prospects of their quality research.	1
K2Sports	A study reveals the effectiveness of a rendezvous associate training program for an in-line skates manufacturer.	17

Company	Scenario	CH
KeyDesign	Managerial employees at a large industrial design firm are evaluated for coronary risk.	18
Knowledge Networks	A provider of probability-sampled Web-based surveys working with RTI International on Internet surveys.	12
KNSD	A San Diego TV station that undertook a segmentation study—KNewSanDiego—of its viewing audience.	12
Kraft Foods	(1) Research was used to develop of a new advertising strategy for Kraft Singles. (2) Used a two-stage design study to develop the sales stimulus ad campaign for Kool-Aid.	3 6
Kroger Co.	(1) Using its Kroger Plus Shopper's Card program to track customer purchase behavior. (2) Pioneering use of bar code data in the grocery industry.	5 15
L&E Research	Recruits child participants for focus groups and other research studies.	6
LIMRA International	Conducted large scale telephone survey of 1,622 small businesses for the financial services industry.	16
Literary Digest	Published the 1936 presidential election poll that falsely predicted a Republican victory.	7
LiveWorld	Prepared a 10–15 minute computer-delivered packaging survey employing 75 images of bottle shapes and label designs as visualization techniques.	11
Magazine Publishers of America (MPA)	Conducted a study to prove the sales lift following magazine advertising using the purchasing behavior of a panel.	14
MapInfo	Software useful for the spatial analysis and display of data.	20
Maritz Marketing Research, Inc.	Conducts focus groups in specially designed facilities that permit observation by the research sponsor.	6
Market Facts, Inc.	(1) Conducted phone surveys to discover what would make moms buy the pricier Kraft Singles. (2) Conducted the first round of phone interviews in the Global Entrepreneurship Monitor.	3 6
MarketWatch.com	An ad seller trying to determine the best way to evaluate ad effectiveness.	8
Marriott International, Inc.	An international hotel chain seeking an understanding of how hotel guests interpret the term *concierge service*.	2
MasterCard	Detection of stolen credit cards based on data mining of credit card transactions.	10
McDonald's	Evaluating the effectiveness of a cashless payment system.	18
McGraw-Hill	Website has tutorial for including hyperlinks within PowerPoint™ research presentation.	20
McMahon Group	A research and golf course management specialist helps NCR Country Club design a new strategic vision.	19
Mediascope	Conducted a content analysis of the top 200 movies to determine level of substance abuse in movies targeting teens.	17
Medical Radar International (MRI)	Swedish research company that publishes research on European doctors' use of pharmaceuticals.	20
Meineke Discount Muffler Shops	Using data mining to plan more effective advertising, as well as select new locations.	10

Company	Scenario	CH
Mellon Bank	Using of data mining to optimize home equity line of credit marketing to existing customers.	10
MerK Outboard*	Manufacturer of outboard motors for small fishing boats whose manufacturing process uses control charts to assure production quality at design specifications.	16
MetalWorks*	An industrial company suffering image problems approaching union negotiations.	3
Metro University*	(1) Conducted as study to determine the feasibility of opening a membership-only dining club near campus.	7, 12, 17
	(2) Factor analysis evaluates commonalities among curriculum specialties using student grades.	19
*Midwest Daily**	Conducted a study of readership in designing a new lifestyle section.	12
Millward-Brown, Inc.	Copy testing research that revealed the "great-taste-with-more-calcium" message was correctly delivered by the Dairy Fairy as spokescharacter, not a male voice-over.	3
MindWriter*	(1) Laptop manufacturer hiring a research services supplier.	1
	(2) Computer company assessing customer satisfaction with CompleteCare, a laptop repair service.	3
	(3) Proposal for evaluating CompleteCare program.	4
	(4) A study design for evaluation of CompleteCare satisfaction.	6
	(5) Sampling design for a laptop manufacturer conducting a service program satisfaction study.	7
	(6) Evaluating the CompleteCare program for servicing laptops.	9
	(7) Finding variables of association to predict repair success.	10
	(8) A descriptive study of customer satisfaction with the CompleteCare servicing center for laptops.	11
	(9) Customer satisfaction survey included with repaired laptops after being servicing by the CompleteCare Center.	12
	(10) Content analysis of customer complaints; evaluation of missing data with statistics.	15
	(11) A content analysis of MindWriter customer complaints depicted as a Pareto diagram.	16
	(12) An AID tree diagram of MindWriter's CompleteCare repair service; factors driving overall customer satisfaction.	
	(13) Selecting attribute levels with conjoint analysis.	19
	(14) A final report which culminates from the book's vignettes, Close-Ups, and examples.	20
Mindy Goldberg & Associates	Conducted concept testing and ad testing in the Kool-Aid study.	6
Miro Beach City Government*	(1) Research to support new boating ordinances.	5
	(2) Evaluating voters' approval or disapproval of a regulatory program.	9
MLN Research	Conducted focus groups to test the communication elements of the Kool-Aid ad campaign. Also conducts focus groups, creative play sessions, and other research techniques involving children.	6
Mobil Oil Corp. (Speedpass)	Originator of the Speedpass system now being tested by select McDonald's restaurants in the Chicagoland area.	18
Mobil Travel Guide	Develops a directory of restaurants and hotels based on standards of exceptional service using a rating system developed from an observation study.	4

Company	Scenario	CH
MonsterVideo*	A national video sales and rental chain collecting video viewing, rental, and purchase behavior through phone interviews.	5
Moskowitz Jacobs, Inc.	Conducted phone surveys to help Bayer identify emotional triggers for the new ad campaign repositioning Aleve.	11
Motion picture industry	Cluster analysis of films into homogeneous subgroups based on genre and country of origin.	19
Naisbitt Group	A trend-spotting organization uses content analysis.	15
NATA*	An aviation trade association study to examine radiation risks for flight crews and passengers.	1
National Institutes of Health	The funding agency with partial ethical oversight responsibility for Johns Hopkins' research on hexamethonium.	5
National Opinion Research Center	A source of questions for measuring U.S. trends.	12
NBC News	Commissioned Hart/Teeter to conduct opinion polls after the September 11, 2001, attacks on the World Trade Center and the Pentagon.	7
NCR Country Club	A prestigious country club transforms its facilities, image, and target members through research.	19
Neiman Marcus	Fractal-based transformations to discover likely customers for catalog merchandise.	10
Nortel Networks Corporation	A company with a portfolio of products, services, and solutions, working with Informative, Inc., to evaluate the quality of its website via an Internet survey.	12
NUCMED*	Physician specialists in nuclear medicine and imaging evaluating a health care cost containment plan.	1
Office of Industry Analysis*	A study to determine if executives would reveal what criteria they use when one raw material is substituted for another in manufacturing.	6
Office of National Drug Control Policy	Commissioned Mediascope to study substance abuse in movies targeting teens.	17
Palm Grove High School*	The 10-year reunion planning committee is planning to assess the success of its graduates via a questionnaire.	12
Pebble Beach Company	Research with employees to assess customer service.	4
Peter D. Hart Research Associates, AFL-CIO	A study to determine motivating factors for retaining and recruiting workers in a tight job market; further analysis regarding young workers' interest in unions.	8
PhaseOne Communications	Conducted content analysis of V-8 ads for Campbell Soup, resulting in a more effective promotional campaign.	15
Philips Electronics North America	Sponsoring a research study to encourage employees to increase their 401k savings rate.	14
Pocket-Phone*	A producer of portable, wallet-sized wireless telephones studying the data collected from a recent survey to assess the newest generation of phones.	3
Point of Purchase Advertising Institute	A trade association that determines the value of retail display materials.	13

Company	Scenario	CH
PricewaterhouseCoopers LLP	(1) Using data mining to plan on-location promotional store displays in German retailers for Gillette Co.	10
	(2) A widely respected consulting firm enters a strategic alliance with EntryPoint to provide instant information and website click-throughs.	19
Prince Corporation*	A study to discover the public's opinions about the company and the origin of any generally held adverse opinions.	8, 12
Princess Cruises (P&O Princess Cruises plc)	Quick turnaround for a customer satisfaction study using optical scanning for data entry.	15
Princeton Survey Research Associates	(1) The survey research organization commissioned by the Henry J. Kaiser Family Foundation for its study on sex education in America.	7
	(2) Conducted the phone survey of physicians in KFF's one-year tracking study of physicians' knowledge and attitudes regarding mifepristone (RU486)	9
Privacy Technologies	Introduced an electronic device that rejects in-coming calls from predictive dialers used by telephone researchers.	11
Procter & Gamble (P&G)	Returned confiscated marketing documents to Unilever after discovering that the information had been retrieved from trash receptacles by contract P&G competitive intelligence agents.	5
Progressive Insurance, Inc.	Tracking actual driver behavior with a "black box" device for cars.	13
ProSec Electronics*	An observational study to discover process or equipment errors contributing to defective merchandise.	13
Research House Inc.	A Canadian firm offering a variety of facilities for different types of studies.	14
Roper Starch Worldwide	A source of questions for measuring U.S. trends.	12
RTI International	(1) Annually fields 100,000 telephone interviews in its two state-of-the-art CATI facilities.	11
	(2) A research company with extensive CATI and CAPI capabilities working with Knowledge Networks on a Web-based panel.	12
Rubinstein Consulting	Used personal interviews to determine an alternative recruiting program for a harbormaster in Finland.	11
Sacramento FastShop	Unidimensional and historical query in data mining; finding and explaining combination purchases.	10
SalesPro*	(1) A national sales organization facing unexplained sales variations by territory.	3
	(2) A study to evaluate sales performance.	8
SAS	A statistical package for data entry and analysis.	15
Shoe Industry	A profile of industry production as an example of tabular presentation.	20
Smith Barney (Salomon Smith Barney)	The investment and financial services firm, ordered to do attitudinal research as part of the negotiated settlement of the sexual harassment suit brought by 25 current and former employees.	6

Company	Scenario	CH
Society for Human Resource Management (SHRM)	A study to determine motivating factors for retaining and recruiting workers in a tight job market; further analysis regarding young workers' interest in unions.	8
South American coffee growers	Illustrations of ANOVA factors and a priori contrasts tests.	17
Space Imaging	Using multiple sources of geospatial data to create map-accurate and information-rich products for government and industry.	10
Springfield Fire Department	Using GIS analysis to locate a new fire station.	16
SPSS, Inc.	(1) A statistical package for data entry and analysis. (2) Provided the software products—including *In2Data*, *Quantum*, and *SmartViewer*—used by MRI to conduct pharmaceutical research.	15 20
SRI (Stanford Research Institute)	(1) A creator of the VALS survey, used by numerous product and service marketers to gain an understanding of the influences of values and lifestyles on purchase behavior. (2) A research organization that uses content analysis.	12 15
Staples Inc.	An office supply company using deception to collect competitive intelligence.	5
StarAuto*	An exploratory study experience survey to determine sources of declining productivity and quality.	6
State Farm Insurance	Using data mining to reveal the most accident-prone intersections within the United States and Canada.	2, 10
SteelShelf Corporation*	Office furniture manufacturer evaluates an internal teamwork values campaign with before-after testing.	17
Strategic Frameworking	Conducted an ethnography study for Kraft to help the firm understand what moms who make lunch for their kids want.	3
STS (Scientific Telephone Samples)	Providing names and phone numbers for telephone studies at a low cost.	4
Sun Research Corp.	Conducted 11 focus groups in the Kool-Aid study.	6
Suncorp Metway	Insurance company studies risk factors and includes astrology in a lighthearted way.	17
Sunglasses manufacturers	Comparison of the desirability of four manufacturers' products using "full concept" conjoint analysis.	19
SuperLetter.com	A hybrid mail e-business uses diverse multivariate techniques to understand its customer base.	19
SupplyCo.*	A supplier to the automobile industry using detailed customer data to restructure industry processes.	5
Swatch Co.	The use of BeatTime as a ratio scale.	8
TalkCity	Developed an online teen panel using phone solicitation, referrals, purchased e-mail lists, banner ads, and website visits from which it drew a sample of 600 teens for a soft drink packaging study.	11
TaskMasters (Julie Morgenstern)	The use of observation by professional organizers to reveal space use and storage behavior.	13

Company	Scenario	CH
TNS Intersearch	(1) Conducted opinion polling after the September 11, 2001, attacks on the World Trade Center and the Pentagon for ABC News and *The Washington Post*.	7
	(2) A study for *American Demographics* about adult attitudes related to copyright infringement included in its special issue on privacy.	8
	(3) Provider of *Express*, a weekly omnibus study used by American Demographics to measure attitudes about copyright issues.	12
TechByte*	A company interested in enhancing its position in a given technology that appears to hold potential for future growth.	3
Tennessee Valley Authority	Instrument development; reliability and validity emphasis.	8
The Wall Street Journal	With NBC News, commissioned Hart/Teeter to conduct opinion polling after the September 11, 2001, attacks on the World Trade Center and the Pentagon.	7
The Washington Post	Commissioned TNS Intersearch to conduct opinion polling following the September 11, 2001, attacks on the World Trade Center and the Pentagon.	7
Top Cannery*	An experiment to determine the ideal price difference between private and national brands.	14
Travel Industry Magazine*	Comparison of in-flight service differences among three carriers; seat selection and repeated measures of service are also examined.	17
TrolleyScan	Provider of RFID tags for the CPG industry, marking a new phase of direct observation for the future.	13
U.S. Census Bureau	(1) Substituting statistical sampling in the decennial census.	7
	(2) Designed confusing question regarding participants' employment.	12
U.S. Department of Commerce	(1) Complying with new European Union standards for data transmission.	5
	(2) Population charts.	20
U.S. Federal Emergency Management Agency (FEMA)	Using GIS to provide national-level support in responding to disasters.	16
U.S. Food and Drug Administration	Federal agency with oversight responsibility for John Hopkins' drug-performance testing for hexamethonium.	5
U.S. government	(1) Using data mining to detect tax fraud, eavesdrop on foreign communications, and process satellite imagery.	10
	(2) GNP charts.	20
U.S. Internal Revenue Service	Use of computerized number and character recognition to process 1040EZ forms.	15
U.S. Postal Service	Attempting to determine the source of workers' exposure to inhalation anthrax.	6
UCLA, U of PA, UC-Berkeley, Columbia, Harvard, Yale, and Northwestern Universities	Business schools with wine clubs.	18

Company	Scenario	CH
Unilever, Inc.	Negotiating a settlement for damage to its hair care business caused by the unethical intelligence-gathering behavior of a competitor.	5
University of Michigan	The source of lifestyle index questions used in MindWriter's CompleteCare study.	12
USA Today	Commissioned Gallup to conduct opinion polling after the September 11, 2001, attacks on the World Trade Center and the Pentagon.	7
Vanguard	Conducting a study to determine whether employees will save more in 401k savings if their savings increase comes from future raises rather than current earnings.	14
Video Software Dealers Association	Provided the database to determine the top 200 movies used for the Office of National Drug Control Policy's study of substance abuse in movies.	17
Viewpoints Consulting, Inc.	Used focus groups to identify that Aleve users represented a distinct segment of the pain-relief market.	11
Voter News Service (VNS)	The election polling consortium of ABC, NBC, CBA, CNN, FOX, and the Associated Press, responsible for the early mispredictions in the 2000 presidential election.	15
Wal-Mart Stores	(1) Maintaining a mamoth data warehouse to improve profitability. (2) Using data mining to design and modify store layouts to reduce shoplifting and theft.	1 10
WebVan	How an absence of research contributed to the failure of the venture.	1
White Ice Summer Festival Orchestra*	A study of conditions influencing rapid turnover of performers.	8
Wittenberg University Department of Education	Determining demand for a new program.	9
York College*	(1) A multiphase study by a university alumni association to evaluate a proposal to build a retirement community to serve alumni. (2) A causal study to determine the power of emotional versus rational appeal on financial contributions to a new program.	1, 2 6

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