



BACKGROUNDER

Strategy Research Institute



SRI has conducted over twenty (20) FTTH/B marketing studies, to date, plus numerous other scientific studies involving a host of cutting edge, high-tech products and/or services. Our research and consulting Institute is dedicated to providing reliable (accurate) and valid (truthful) “intelligence” for FTTH/B deployments throughout the United States.

Our expertise in the FTTH/B industry includes assisting Clients in:

- ☑ Identifying market potential (likely “take rates”);
- ☑ Determining how to realize maximum market penetration in the minimal amount of time possible;
- ☑ Maximizing ROI (*return on investment*);
- ☑ Identifying those in the EARLY market (Early Adopters) vs. those in the MAINSTREAM market/
- ☑ Developing residential and business marketing **message strategies**;
- ☑ Identifying **Influentials** and **Opinion Leaders** within the local market and **building consensus** with respect to the deployment underway;
- ☑ **Kick-starting Economic Development** based upon FTTH/B deployments, and...
- ☑ Helping Clients move beyond customer SATISFACTION to customer LOYALTY, thus sustaining their customer base in the face of competition.

SRI provides various types of POLICY and MARKET RESEARCH in BOTH the public and private sectors. These include the following:

PRIVATE SECTOR

- ✓ **Market Identification & Market Development**
- ✓ **New Product Development**
- ✓ **Forecasting**
- ✓ **Branding**
- ✓ **Competitive Intelligence**
- ✓ **Customer Satisfaction/ Loyalty Research**
- ✓ **I.D. Barriers to Market Entry and/or Market Penetration**
- ✓ **Focus Group Research**
(designing & testing decision-making models)
- ✓ **Interviewing Members of Difficult to Reach Populations**
(CEO's and Presidents of Fortune 500 Corporations, Medical Doctors, High-level government officials, et al.)
- ✓ **Exploratory/Confirmatory Decision-making modeling**
- ✓ **Marketing Consulting**

PUBLIC SECTOR

- ✓ **Public Opinion Research**
- ✓ **Economic Development**
(helping build public/private partnerships)
- ✓ **Needs Analysis**
- ✓ **Tax Feasibility Studies**
(Tax initiatives, bond measures, 218 special Benefit Assessment Districts, et al.)
- ✓ **Consensus Research**
(helping build consensus among stakeholder groups)
- ✓ **Benchmark & Longitudinal Studies**
(e.g., trends and patterns)
- ✓ **Opinion Leadership Studies**
- ✓ **Marketing Research & Consulting**
- ✓ **Causal Modeling**
(designing & testing decision-making models)
- ✓ **Facilitate Public Hearings & Town Hall Meetings**
- ✓ **Management Audits & Employee Satisfaction Studies**
- ✓ **Focus Group Research**
(traditional and non-traditional)
- ✓ **Campaign Design & Oversight**

The Institute is comprised of a team of **behavioral scientists** (both quantitative and qualitative researchers), **strategic planners**, and their support staff. Each member of SRI's professional staff is proficient in the most advanced scientific methodologies and each one has earned advanced degrees from premier academic institutions including U.C. Berkeley, The Annenberg School of Communication at the University of Southern California, New York University, and-the-like.

We're experts at nurturing social change (both in the short-term and long-term) and at helping our Clients in achieve their goals and objectives, especially those having to do with realizing desired *behavioral outcomes* (e.g., making specific purchase decision or voting decisions).

The accuracy of SRI's research is perhaps best demonstrated in a statement from an official of the City of Berkeley:

“You predicted that if we followed your recommendations (based upon a scientifically-conducted telephone survey) that the bond measure would be approved by 79% of the voters. We followed your recommendations quite closely, and the measure was approved by 78.7% of the voters. Pretty impressive.”

Mr. Hal Cronkite,
City of Berkeley

Before retaining the services of our research Institute, BART (Bay Area Rapid Transit) asked SRI to look back for three consecutive years to determine how accurate our predictions of voting behavior involving tax initiatives were during that period of time.¹ With one exception, it turned out that SRI's predictions of voting behavior were within LESS THAN 1% of the ACTUAL vote, while (based upon sample size) the statistical margin of error in these studies ranged from $\pm 4.5\%$ to 5.8%. And, with respect to the one exception, SRI called the outcome of the election within less than 2% of the actual vote.

SRI has special expertise in **Economic Development** both in the public and private sectors.² For example,

¹ Most local and regional tax initiatives in California now require 2/3-voter support to pass, rather than a simple majority.

² Dr. Manross has authored a paper entitled: **ENHANCING & SUSTAINING ECONOMIC VITALITY IN LOCAL AND REGIONAL ECONOMIES;** and is invited to

- SRI was commissioned to help design, conduct, and oversee an *Economic Analysis* of the **East Bay Regional Park District** in which we “measured” the economic impact of the largest regional park District in America on BOTH the regional economy and *quality of life* of all East Bay residents. The project was a joint effort between SRI and a prominent economist, Walter Kieser, principal of EPS, and culminated with an Economic Summit wherein the “findings” from this economic analysis were released to both the public and private sectors.
- SRI recently designed and administered an *Economic Development Survey* for the **City of Sunnyvale** (located at the hub of Silicon Valley).
- We conducted a similar study for the **Oakland CEO Council**, comprised of the largest firms in the private sector with corporate headquarters located in Oakland, California.

SRI works in many industries and enjoys a healthy blend of Clientele.

For example, we are routinely commissioned to design and administer satisfaction/loyalty research, new product development, and branding within the Managed Health Care Industry. SRI’s Client base in this Industry includes:

- ❑ **Blue Cross/Blue Shield**
- ❑ **Foundation Health Plan (Health Net)**
- ❑ **Humana; Health Systems International**
- ❑ **QualMed**
- ❑ **Intergroup**
- ❑ **Health-Line Services (Nurse Healthline)**
- ❑ **United Health Plan**
- ❑ **SCAN Health Plan**
- ❑ **Yellowstone Community Health Plan**
- ❑ and more.

We’ve been conducting monthly patient satisfaction surveys for the SafeGuard Dental Plan for over four years; and prior to that, helped the dental HMO reposition itself in key markets throughout the United States.

speak on this topic on a routine basis.

Because he’s an authority in *Integrated Marketing Communications* (IMC)³, the Chairman of SRI, G. Gary Manross, Ph.D., was invited to assist Kaiser Permanente in converting its Public Affairs Department from the traditional “public relations” model to this cutting edge approach to marketing communications.

The Institute works in many other industries, as well. For example, we helped the fourth largest utility in the United States, Salt River Project, headquartered in Phoenix, Arizona, make the transition from a regulated to a deregulated industry. We conducted research involving new product development and subsequently assisted the utility in introducing various new products into the local marketplace (both consumer and industrial/commercial markets).

SRI’s Client list includes, but is not nearly limited to, the following:

- ❑ **AAA (The Auto Club)**
- ❑ **So. California Gas Company**
- ❑ **So. California Edison**
- ❑ **Eli Lilly Co.** (pharmaceuticals)
- ❑ **Wal-Mart**
- ❑ **Lawry Foods**
- ❑ **United Way**
- ❑ **The East Los Angeles Community Union (TELACU)**
- ❑ **Contra Costa Center**
- ❑ **Delta Environment Science Center**
- ❑ **National Medical Enterprises (NME)**
- ❑ **Brookside Regional Hospital**
- ❑ **Phoenix Art Museum**
- ❑ **Desert Botanical Garden**

³ SRI is a member of a “family” of Institutes and firms. One of these is called: **INTEGRATED MARKETING COMMUNICATIONS CORPORATION (IMC CORP.)**. Further, its Chairman, Dr. G. Gary Manross, taught IMC at both the undergraduate and graduate levels of academe for several years.

- ❑ **Americom** (marketing telecommunications)
- ❑ **Associated Hospital Equipment Limited (ABHEL)**

A unique service provided by SRI is that of gaining access to (conducting interviews with) individuals from such hard-to-reach populations as CEO's and Presidents of Corporations among the Fortune 500 firms and other large organizations in both the private and public sectors, including medical doctors, high level government leaders, etc.

This ability allows SRI to conduct focus group research on behalf of Clients seeking input prior to introducing new products into the marketplace; soliciting information on the effectiveness of existing products and/or services, with concomitant research into customer satisfaction/customer loyalty; and securing "competitive intelligence" needed for purposes of strategic planning.

SRI is provides applied research and consulting services to the public sector, as well; indeed, our professional services are routinely commissioned by local, regional, and state government agencies (especially cities, counties, and regional public agencies).

For more than the past decade, for example, SRI has provided on-going consulting to the largest regional park district in the United States, *The East Bay Regional Park District*. We average four to six applied research projects each year for the regional park District, both in policy and marketing research.

A major focus of our on-going consulting relationship involves helping the East Bay Regional Park District move from a solely tax-based operating model to a market-driven operating model.

We've completed a FIVE-YEAR Master Plan for the City of Union City, California; and did the BLUEPRINT survey for updating the Master Plan for the regional park district headquartered in Park City,

Utah. We were commissioned to design and administer a similar study for the Parks & Recreation Department of Sonoma County and a similar study for San Mateo County's Parks & Recreation Division.

We've conducted numerous research efforts for the AC Transit District which services two counties in the San Francisco Bay Area (Alameda and Contra Costa Counties), plus similar transportation studies for BART and the County of Marin, the City of Davis, the towns of Fairfax and San Anselmo, and many, many more.

SRI has partnered with voluminous cities and regional government agencies in conducting needs analyses, constituent satisfaction/loyalty surveys, feasibility studies for creating and/or altering existing special districts (e.g., landscape & lighting districts), and more. These include, but are not limited to, the following: the Cities/Towns of Hercules, Martinez, Pleasant Hill, Danville, Benecia, Brentwood, Berkeley, Oakland, Pleasanton, Fremont, Newark, Santa Clara, Los Altos, Half Moon Bay, Gilroy, Santa Rosa (to name a few); the Counties of Marin, Contra Costa, Napa, Sonoma, Santa Clara, Holister/San Benito, and others.

We've worked with School Districts throughout California and Arizona, as well. These include: the Martinez School District (\$25 million bond initiative to build a new high school), Alameda Unified School District, Mt. Diablo Unified School District, West Contra Costa College, Brentwood/Byron/Oakley School Districts, Livermore Valley Joint Unified School District, Newark Unified School District, Berryessa Union School District, Redwood City Elementary School District, Reed Union School District, Lake Arrowhead Unified Schools, among others. We've conducted policy research for the Superintendent of Public Schools for the State of Arizona.

From time-to-time we're invited to testify before government regarding matters involving open space, land use, and parks

and recreation.⁴ For example, we recently testified before the **California State Assembly's Committee on Water, Parks and Wildlife**.

SRI is an authority on the topic of campaign development and implementation. Indeed, it's been said that we've literally "written the book." on this topic. The book, authored by G. Gary Manross, Ph.D., is entitled: **The Impact of Theory-Driven Public Opinion Research in Strategic Planning**, N.Y., CARLTON PRESS, 1995.⁵

We believe that our satisfied Clients in their *letters of reference* perhaps best express the difference between our Research Institute and other organizations that provide similar services.⁶

For further information and/or a specific quote for commissioning **SRI** — or for marketing and/or political consulting through SRI's sister firms, **Integrated Marketing Communications Corporation (IMC Corp.)** and **Political Action Institute (PAI)** — please contact us by phone, letter, FAX, or e-mail.⁷



⁴ Further, SRI's Chairman and President, Dr. G. Gary Manross, is regularly invited to be a keynote speaker at conferences involving parks, recreation, open space, and wildlife. For example, he was a **keynote speaker** at the 13TH ANNUAL CALIFORNIA TRAILS CONFERENCE.

⁵ This book is used at both the graduate and undergraduate levels of education.

⁶ Copies of these *letters of reference* are available upon request.

⁷ Toll-free (800) 224-7608; FAX (714) 447-4537; e-mail, srimanross@earthlink.net.