



# Agility in market research: How to move fast in times of change

Lessons from Uber Eats  
and Chobani on using  
real-time feedback to  
take rapid action



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## Foreword

Consumer behavior has shifted dramatically since early 2020. Stay-at-home orders forced people to rethink how they shop, eat, and interact with brands. As a result, companies needed to make rapid adjustments to engage customers and improve the experience.

Research teams have an important role in helping their companies navigate this dynamic environment. And that means prioritizing and evaluating research efforts to ensure they're delivering the insights that support decision-making and drive action.

Chobani and Uber Eats are two examples of companies that pivoted their research efforts to uncover critical insights that helped them respond to changes in their markets.

In this ebook, Maria Voronina, strategic planning manager at Chobani, and Steven Wengrovitz, head of research at Uber Eats, provide practical guidance on how you can use real-time research insights to help your organization adapt and succeed during times of change. From their intriguing stories, we learned:

**Face challenges head-on** — Focus, your efforts on the areas that need real time insights and identify emerging experience gaps.

**Accelerate your process** - Learn how to prioritize, test and iterate quickly and avoid research paralysis.

**Deliver impact with your insights** - Make sure your research aligns with your mission and will truly drive action.

**Four steps to quicker insights** - Learn to focus on what's important, collaborate and communicate with your teams, and leverage appropriate research solutions.

**The right tools** - Qualtrics XM Solutions can help you launch studies faster without sacrificing quality.



**Steven Wengrovitz**

Head of Research  
Uber Eats



**Maria Voronina**

Strategic Planning Manager  
Chobani

SECTION 1

**Face your challenges head on**

## Face your challenges head on

As the pandemic set in, Chobani saw a huge uptick in the growth of their digital channels as more people started buying online and limiting their trips to grocery stores. Meanwhile, the pandemic caused restaurants to close the doors to their physical premises and offer takeout. This created a massive spike in demand for Uber Eats.

While their challenges may have been different, for both companies, the sheer speed at which consumer behavior changed was drastic.

Like the majority of companies out there, Chobani and Uber Eats had to quickly determine how to navigate these changing needs, attitudes, and behaviors – while delivering positive experiences for consumers and empowering their companies to weather the crisis.

So what did they do – and how can you take action?

### **EVALUATE WHAT QUESTIONS DEMAND REAL-TIME INSIGHTS**

Focus on the projects you really need to do. Start by taking a critical look at the research you've already done. Are there insights you can leverage today? Can you get answers from other sources? Once you've done that, you can prioritize the projects that will drive action.

For Uber Eats, they needed to quickly spin up research on how they could better help their restaurant partners, as well as understand what consumers thought about food safety. With all the questions that needed to be answered, coordinating efforts across operations, marketing, and product research teams was critical to ensuring the insights uncovered added value.

## Face your challenges head on

### IDENTIFY GAPS AND WORK TOWARD FILLING THEM

Once you uncover insights, work quickly to act on them. For example, in Chobani's case, the pandemic forced 10 years of change in a period of a few months. They saw that consumers weren't going to stores as much; they were buying online or buying in bulk. Chobani took immediate steps to expedite their product development process to ensure their product portfolio could cater to these new emerging consumer needs.

“We needed to really look at our portfolio and determine, do we have everything to serve new and changing needs? Do we need to introduce something different?”

Maria Voronina, Strategic Planning Manager, Chobani

SECTION 2

# Accelerate your process

## Accelerate your process

The key to being nimble and quick: Don't be afraid to test. Today's environment is far different from what it was just six months ago. And we're all learning on fly.

You can't afford to wait for things to be perfect before you launch them. It's better to test and iterate quickly than to wait for the moment to pass you by.

- + **Prioritize.** You're likely getting lots of new research requests and questions, and you won't have time to do them all. Take an honest look at each request and focus on the ones that will have the greatest impact or urgency.
- + **Use creative approaches.** Look for different ways to uncover insights – like focus groups on Zoom, fireside chats, diary studies, A/B tests, or listening to social channels.
- + **Cut the red tape.** Eliminate or streamline the things in your process that slow you down.

“Prioritize, focus on what's important, and find a solution. If it's not perfect, that's fine. Go, just go!”

Maria Voronina, Strategic Planning Manager, Chobani

SECTION 3

# **Deliver impact with your insights**

## Deliver impact with your insights

Researchers play two critical roles: on one hand, understanding and responding to what consumers want at any given moment; and on the other hand, thinking about their impact on the business's bottom line.

### **TAKE A CROSS-FUNCTIONAL APPROACH**

When you partner with product managers, marketers, and other key teams in your company, you can ensure you're working on things that will be valuable to everyone. As you uncover insights, think about what those insights mean. How will they support your stakeholders' decision-making? How will they drive action? And what impact will they have on the business? Share those perspectives with others, using simple language and actionable outcomes.

### **ALWAYS KEEP YOUR ORGANIZATION'S MISSION TOP OF MIND**

If you're not doing what's right by the customer and what's right by the business, don't move forward. Everything you do should have value. If there's nothing actionable from what you just learned, what was the point of learning it?

“Think about what those insights really mean and how they can translate to big important decisions that you need to make right now.”

Steven Wengrovitz, Head Of Research, Uber Eats

SECTION 4

# Four steps to quicker insights

## Four steps to quicker insights

Based on the Uber Eats and Chobani stories, it's clear setting yourself up to move fast is essential. Here's how:



**Focus on things you need to know.** Only proceed if you can actually change something as a result.



**Collaborate with your teams.** Be empathetic and take time to understand what information they need from you.



**Have a point of view.** You've done the research, now help your stakeholders understand what the next steps should be.



**Rely on the right infrastructure.** With Qualtrics you will have the tools to collect the insights you need and not have to scramble to figure out how to do it.

SECTION 5

# Get the right tools to move fast

## Get the right tools to move fast

Eliminating the lagtime in gathering insights requires a shift in mindset. To eliminate the lagtime and move fast, you need the right mindset and the right tools.

Here's how we can help:

### **LAUNCH STUDIES FASTER WITHOUT SACRIFICING QUALITY**

Qualtrics XM Solutions includes more than 40 expert-designed projects for the most common types of research. Each project leverages methodology and questions designed by our world-class practitioners, giving you the confidence the study will produce actionable insights. Additionally, you can design your own custom XM Solution for repeatable research that is specific to your organization. Use XM Solutions to minimize the time spent crafting questions and setting up logic, so you can accelerate your access to breakthrough insights.

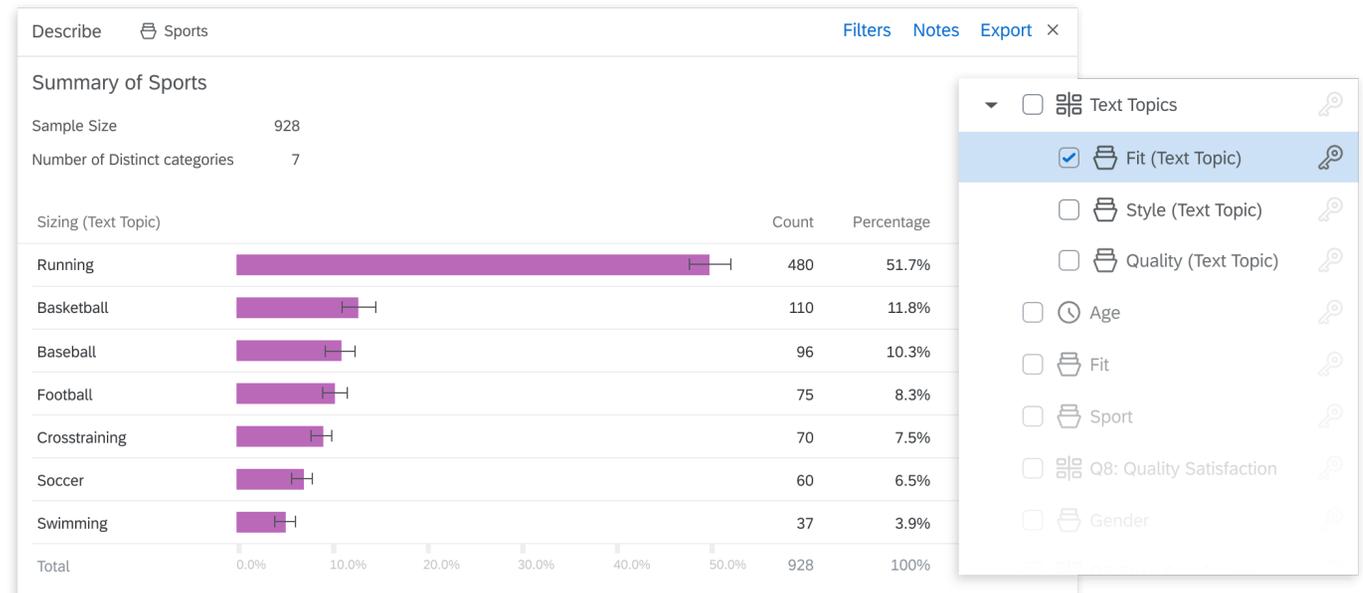
# Get the right tools to move fast

## SURFACE INSIGHTS FASTER BY SIMPLIFYING ANALYSIS

With Stats iQ™, you can let technology do the heavy lifting of running regressions while you spend your time finding insights faster. Stats iQ automatically understands the structure of your data, applies the right types of statistical tests, and gives you results in clear, easy-to-understand language.

## GET STRAIGHT TO THE KEY TOPICS AND SENTIMENT OF YOUR OPEN-TEXT FEEDBACK

Rather than reading each individual response, Text iQ and its advanced text analysis and visualizations automatically uncover insights from your data.



## Get the right tools to move fast

### COMPLEX ANALYSIS. NO MANUAL WORK REQUIRED

With Stats iQ, all your data is automatically analyzed, and key recommendations surfaced so you can focus on taking action. That's everything from multivariate regressions and advanced crosstabs, to pivot tables and correlations - all done for you in real-time.

### HIGH QUALITY RESEARCH. IN AN INSTANT

Spend less time crafting questions and setting up logic with expert-designed, pre-built studies. With 40+ XM Solutions covering everything from pricing studies to customer satisfaction, they're designed to get you actionable insights, faster.

#### REGRESSION

Controlling for other variables in this regression, a one-point increase in **Cleanliness** yields a 0.4-point increase in **Satisfaction**

+0.0224	x	Cleanliness of Hotel
+0.41	x	Friendliness
+0.0197	x	Age
	=	<b>Satisfaction</b>

**WANT TO SEE HOW IT ALL WORKS?**

Prefer to chat? Contact [sales@qualtrics.com](mailto:sales@qualtrics.com)  
for more information on how to get started.