



# RESEARCH CASE STUDIES

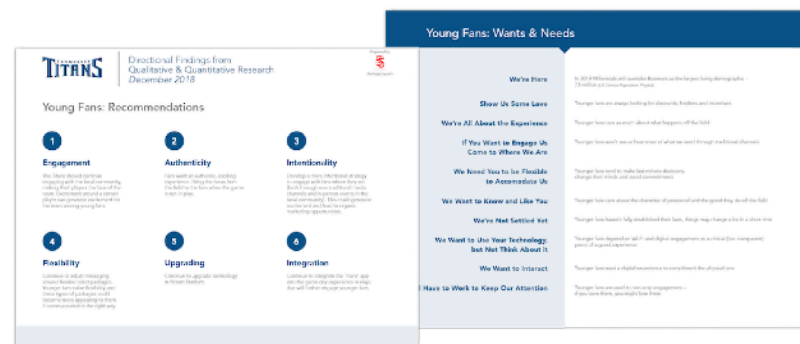
# TENNESSEE TITANS

YEAR-OVER-YEAR SEASON TICKET HOLDER



*“It is critically important to us to understand the dynamics of the relationship between ourselves and our customer. And 5by5 does a fantastic job of helping us see that clearly and understand where we need to go with our customers.”*

-Stuart Spears, Senior Vice President & Chief Revenue Officer  
Tennessee Titans



## THE QUESTIONS

- What are the reasons former season ticket holders chose not to repurchase?
- What are the reasons season ticket holders choose not to attend games?
- What makes season ticket holders dissatisfied and at risk of not renewing?
- What are season ticket holders' ideas, suggestions and wants or needs to improve the experience?

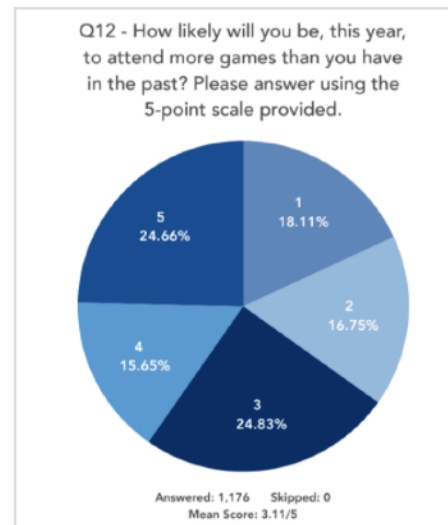
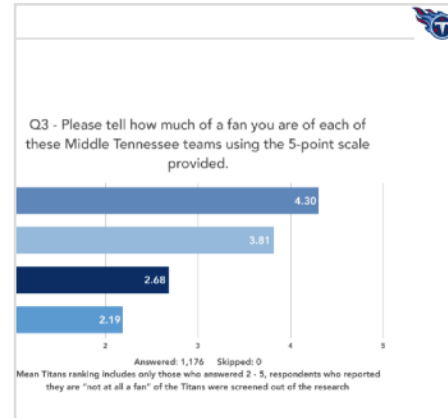
## KEY FINDINGS

YEAR-OVER-YEAR:

- Market awareness & acknowledgement
- Overall satisfaction scores
- Process improvement
- Fan perceptions of the titans & leadership
- Club level expectations vs. experience
- Differences in single-game buyers

# TENNESSEE TITANS

BRAND PERCEPTION IN NASHVILLE



## THE QUESTIONS

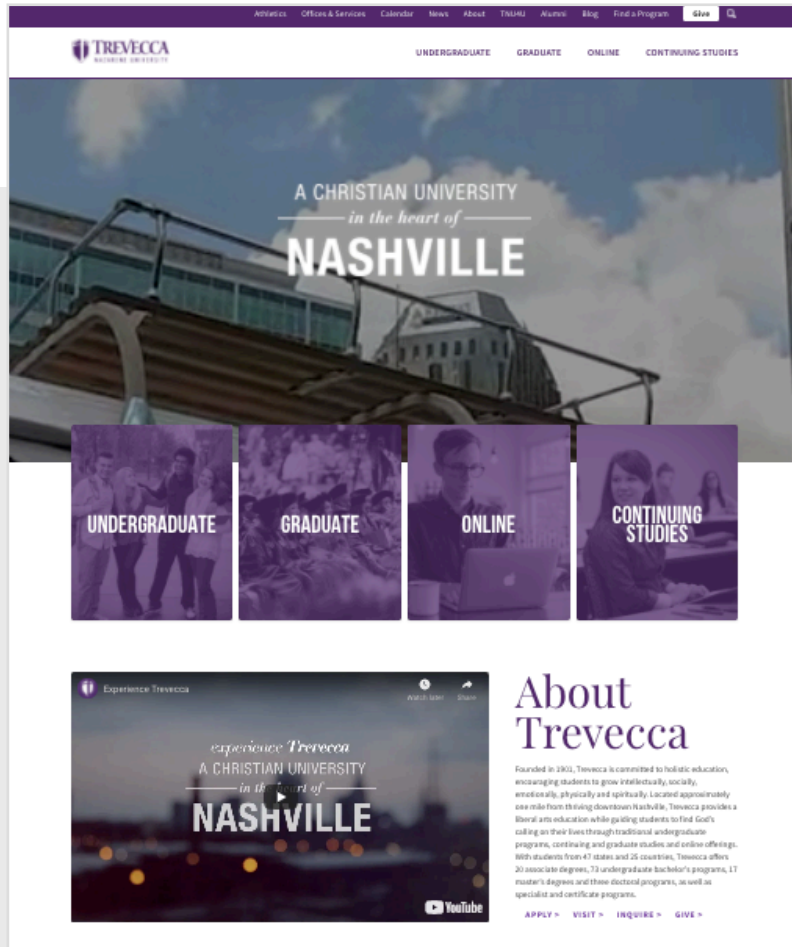
- How do fans perceive the Tennessee Titans and the attributes they associate with the brand and organization?
- What drives brand perceptions outside of winning and losing?
- What is working in terms of fan engagement (multimedia content, special events, community relations, game day, etc.)?
- What are awareness levels and effectiveness of current efforts?
- What are their current objections to media consumption?
- What is the awareness and impact of community relations initiatives?
- What are fan perceptions of game day experiences?
- What are the current objections related to ticket purchasing behaviors?
- Who are the true primary competitors and how do the Titans compare across key dimensions of comparison (value/ fun, etc.)

## KEY FINDINGS

- The research helped our client understand how fans feel about the name "Titans" and whether it is an asset or a negative to fans.
- The research uncovered perceptions around the overall game day experience. This included key takeaways to identify obstacles the client can overcome to draw more fans to the stadium.
- The data equipped Titans leadership to make key decisions around cost and value to create more perceived value for fans.

# TREVECCA NAZARENE UNIVERSITY

## BRAND PERCEPTION AND POSITIONING



*“The research provided through the 5by5 market research team allowed TNU to rebrand behind the four key pillars that were gleaned through the data. That rebrand was significant in the messaging that led to us breaking a 113-year undergraduate admissions record.”*

-Matt Toy, Marketing Director  
Trevecca Nazarene University

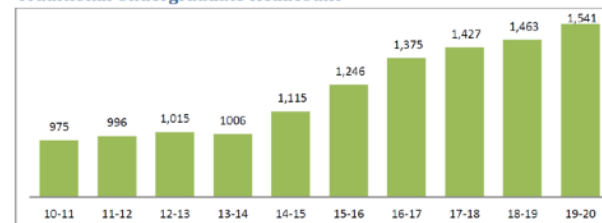
## THE QUESTIONS

- What are the current brand perceptions of TNU?
- Which schools come to mind that compete with TNU?
- Which schools does our target audience recognize from a list? How do they rate the quality of the schools with which they are familiar? (comparison ratings)
- What perceptions do they associate with the various schools? (brand attributes)
- What specialties do they most associate with TNU and competitors?
- Which school do they prefer for their priorities and needs?
- Why do they choose a specific school over others?
- What is their awareness of and impressions of TNU facilities, services and specialties? (more Qualitative objective)

## KEY FINDINGS

- From this research, the biggest key finding was that TNU was not leveraging their location as a key reason to choose their university. The data lead to the winning brand statement “A Christian University in the Heart of Nashville,” which they attribute to their team breaking a 113-year under-graduate admissions record.

Traditional Undergraduate Headcount



# THE GIDEONS INTERNATIONAL

REACHING YOUNG PEOPLE



## THE QUESTIONS

The 5by5 research team has conducted numerous studies on behalf of The Gideons International. One study in 2019 was aimed at trying to understand how members could more effectively reach young people in the United States by distributing copies of New Testament Scriptures.

Leaders understood that some of the long-standing approaches were being used with less frequency. They also believed some of these methods were becoming misunderstood and even less well-accepted in the current cultural climate. The 5by5 research team was commissioned to begin with a study of leadership at the local (Gideon camp) level. The specific purpose of the project was to understand the current situation — what camps are doing to reach out to young people. The work was also to identify and quantify some of the concerns with current methods, and to discover some of the ways Gideon local camps were creatively and effectively addressing them.

## KEY FINDINGS

The research findings validated the changes and shifts the Gideon leadership believed were taking place at the local level. This provided them with a deeper understanding of the current state of affairs. The findings also identified the primary concerns and challenges camps were facing as they try to fulfill one of their primary organizational ministry objectives.

The results gave visibility to some of the different approaches some local camps are using to adjust to the changes and work around limitations in respectful and effective ways.

# FELLOWSHIP OF CHRISTIAN ATHLETES

REACHING NEW AUDIENCES



## THE OPPORTUNITY

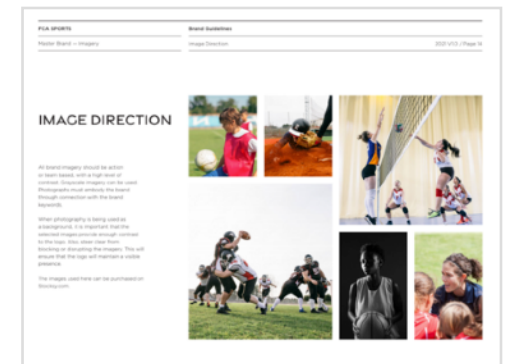
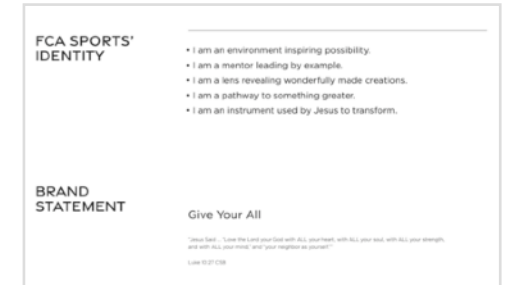
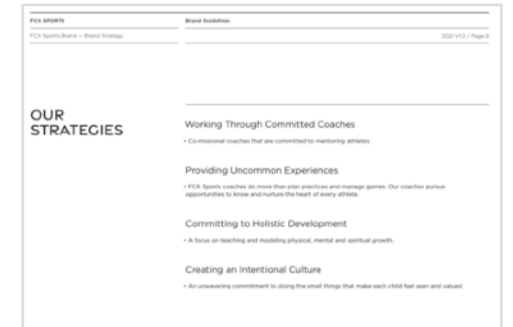
Fellowship of Christian Athletes wanted to create more opportunities to engage with athletes who might not have heard about FCA before. To make sure any new initiative they developed was successful, they brought the 5by5 research team in to talk to parents and athletes from all walks of life.

## KEY FINDINGS

- The most important thing we learned from our research was what each segment of our audience (athletes, parents and coaches) valued most when choosing a team to participate in. This helped to provide direction for FCA as they planned and developed their new initiative.
- We deployed our research through a combination of Qualitative surveys and focus groups to ensure we could contextualize the answers that were given and weigh them appropriately.
- Our recommendations based on the information we gathered helped FCA decide what to include and highlight as they build, and ultimately, unveil, a new initiative in their organization.

# FELLOWSHIP OF CHRISTIAN ATHLETES

Leveraging the data and key recommendations from the research, we came alongside the FCA team to build the new FCA Sports brand from the ground up. This included naming, brand strategy, marketing strategy and execution. From messaging and brand guidelines to bringing an extensive multi-sport merchandise line to life, launching the brand's web presence and associated digital campaigns, we seamlessly leaned into the data of the research to build a lasting brand.



# INTEGRITY MUSIC

REACHING NEW AUDIENCES



JOHNATHAN BROWN, PRESIDENT, INTEGRITY MUSIC

"One of the things that 5by5 did was give us clarity and a real sense that where we are moving forward as an organization ultimately aligned with the research that they did, and I thought that was priceless for us."

## BACKGROUND & OBJECTIVES

After decades of success, worship music pioneer, Integrity Music, found itself in a changing marketplace asking questions about its brand and long-term effectiveness. As part of this questioning, Integrity Music needed to understand the current status and perception of their brand. Before making decisions on moving forward, it was very important to have clarity around the brand equity in the perceptions of those who know it well and those who are in the worship music space.

## PROJECT & METHODOLOGY

Integrity Music partnered with 5by5 Research to conduct an extensive brand perception study. The objective of this work was to fully understand the current position of the brand and identify the specific perceptions from a broad sample of people who listen to worship music. 5by5 Research conducted comprehensive quantitative and qualitative research to validate and deeply understand how the Integrity Music brand was perceived. The team used quantitative research to survey those connected with the brand, worship music listeners and consumers in the marketplace. The project approach included some innovative sampling techniques using online behaviors to target the ideal respondents.

## RESULTS & OUTCOMES

The Integrity Music leadership shared that 5by5's research findings |

- Provided the clarity they needed to develop a powerful strategy for moving forward
- Answered many of the questions that were critical for their future
- Built a significant foundation for strategy moving forward
- Helped cut many months out of a schedule thanks to the power of research-backed knowledge



# MARS PETCARE & AMAZON

## GOALS

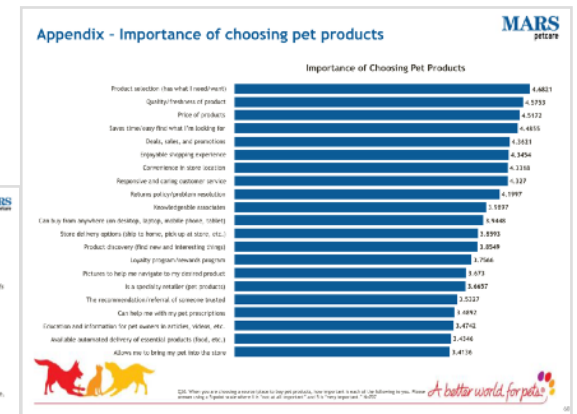
- The 5by5 research team partnered with Mars Petcare and the Pet Supplies division of Amazon.com to conduct strategic market research.
- The purpose of the project was to better understand the pet products marketplace and to help develop a strategy for growing the Amazon Pet Supplies brand in this very profitable category.
- In partnership with their supplier partner, the team at Amazon intended to develop a strategy to gain share – especially in the profitable daily meal category of products. Results were to be used to build an aggressive plan (requesting budget increase) to grow the brand and share of market based on what was learned from the research.
- Although Amazon had established dominance in many market categories; in pet supplies the brand was struggling. Even though Amazon offered the same products as competitors (and in many cases more), they consistently underperformed in converting customers and had one of the smallest basket sizes in the category. It seemed clear that customers did not perceive Amazon to be a pet specialty retailer.

## WORK

- The 5by5 team conducted a two-phase study designed to understand the perceptions of pet owners.
- First, the team conducted quantitative research – an online survey of nearly 1,000 consumers who regularly purchase pet supplies and products.
- This was followed by in-depth interviews with more than 100 individual consumers to go deeper into the information that was quantified.
- Both phases of the research included sub-sets of customers who preferred to shop for pet products at Amazon and those who preferred to buy from 6 of their top competitors to be able to compare and contrast.

## RESULTS

- The work resulted in a set of 15 key findings that summarized the most important learnings from both phases. These were further supported by eight conclusions with specific recommendations based on the business objectives. The Mars/Amazon team used these as a basis for the strategic plan they presented to enhance their brand and market share.



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# ZILLOW

## GOALS

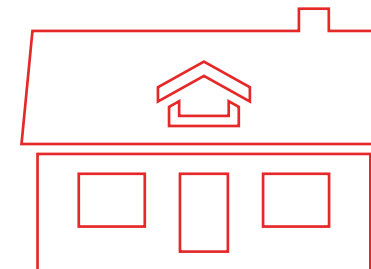
- The market research team at Zillow.com commissioned the 5by5 research team to conduct an in-depth qualitative study of home buyers and sellers in these key markets: Boston, Charlotte, Chicago, Cleveland, Las Vegas, Seattle, San Diego, Washington DC
- The purpose of the research was to provide a deep understanding of how home buyers and sellers perceive and interact with the top online real estate sites including Zillow and three other competitors.
- The primary purpose of the research was to understand the appeal of one specific site which was becoming a significant emerging competitor. In some markets in particular, the newcomer was making substantial progress particularly against the market share leader, Zillow.

## WORK

- The project employed a two-pronged methodology to meet the research objectives. First, multiple seven-day online bulletin-board style focus groups were conducted (in the various markets). Every day participants responded to questions about the process of buying/selling a home. In addition to the questions, they were asked to engage in exercises online to help them compare the features and functionality of the various realty sites. Nearly eighty (80) individuals took part in this part of the project.
- The project incorporated ethnographic research – “observing” their activity and feedback as they lived this season of their lives (as “buyer” or “seller”). This technique not only captured their behaviors but also explored the “why” behind their choices. The groups also involved interactive discussions between the respondents in which they processed these issues together – providing another
- Following these groups, 10 carefully selected individuals were engaged in in-depth interviews. The research professionals at 5by5 used these sessions to deeply probe the learnings from the online groups.

## RESULTS

- The research yielded a set of key findings that met the objectives by answering the key questions.
- Specifically, the strengths of Zillow as compared with competitors emerged as well as the reasons some consumers preferred competitors in the process. This provided specific strategic and tactical measures Zillow should pursue.
- The final report also included nine (9) specific recommendations codifying the findings around the critical strategic decisions the Zillow team needed to make.



# LINCOLN HEALTH SYSTEM

## GOALS

- Lincoln Health System is one of the few remaining county-owned schools, located in Fayetteville, Tenn., maintaining a high priority on community and personal, compassionate care.
- Formerly Lincoln County Health System, the far-reaching system engaged 5by5 to further clarify its brand and establish it as the premiere center for patient care in the area.
- To inform the future marketing strategy, 5by5 first implemented market research to gain a better understanding of the perceptions of the system, both internally (employees) and externally (community).

## WORK

- 5by5 conducted both qualitative and quantitative research through an employee 5-point scale survey and community focus groups in addition to industry competition research and analysis.

## RESULTS

- Through this research, it was discovered that Lincoln Health System's employees value their commitment, teamwork and compassionate care as well as the fact that they are local and community-focused.
- However, LHS was also in need of a clear vision embraced by all employees, and communication from leadership was low.
- The community, however, actually considered the service poorly delivered and desired more professionalism and better customer service. Yet they did perceive the system as an overall added value to the community.
- In light of these findings, 5by5 recommended a complete rebrand — including the name change — as well as new brand messaging to go with it. These strategies will both strengthen internal culture under a shared vision as well as drive new patient acquisition with a refreshed approach.

## KEY QUALITATIVE AND QUANTITATIVE RESEARCH FINDINGS

Employees of LCHS see themselves and the care they provide as the greatest strength of the system. According to respondents, the system's people, their commitment, their teamwork and the care they provide is its most valuable asset. (See Question 1)

- Respondents were asked at the outset of the employee survey to tell what they believed are the greatest strengths of LCHS overall. They were allowed up to three mentions. Their responses were later coded into categories for quantitative analysis. When employees were asked to tell what is the greatest asset of LCHS, almost half (52.73% total mentions) mentioned employees. Another 20.45% specifically mentioned the quality of care. Between these two categories, well over one-half (63.18%) of employees

see the workers and the way they work as a great strength to LCHS. Many included superlatives in their descriptions of the workers and their service to patients and the community. The following are a few representative comments. (See

Question 1) Ver  
 "Friendly, comp  
 "Caring and qu  
 "Small hospital,  
 family"  
 "The comrades  
 employees c

Q1. Thinking about Lincoln County Health System overall, what do you think is its greatest strength? (Up to three mentions allowed; responses coded into categories and ranked by frequency)

Code/Category	Number	Percent	Number	Percent	Number	Percent
Employees	28	38.78%	22	31.43%	12	23.08%
Caring/Family	17	17.19%	18	25.71%	10	19.23%
Local/Community	25	23.16%	13	18.57%	4	7.69%
Services	9	9.15%	6	8.57%	14	26.92%
System/Facilities	4	4.08%	6	8.57%	4	7.69%
New Leadership	0	0.0%	0	0.0%	4	7.69%
Other/Misc.	5	5.12%	5	7.14%	4	7.69%
	98	100.00%	70	100.00%	52	100.00%

## RECOMMENDATIONS

### 1. Make sure the Emergency Department problem is fixed.

Since the ED is the first impression with so many in the community and because ER problems have severely damaged the reputation of the system, this must be top priority. People value the ER and when they need it, they are very glad it is there for them. But, this needed service can also be a huge frustration. The new ER group cannot drop the ball, the quality must improve. This was the most prominent finding in all of the research. Fixing this problem is key to creating good experiences that move the system from toxic to life.

This should include maintaining business that not only is variable (and is variable) but they must have a good experience about in the community. The next time someone is in the ER, this will be a positive experience.

very quickly receive clear information about their expected wait time when they arrive and the team must do everything possible to meet the expectations they set.

The physical space, waiting areas and patient (customer) experience must be improved. Fresh eyes and ideas should be applied to help turn this challenge into a positive.

### 2. Employee dissatisfaction is a problem that needs to be

- They generally feel they are underpaid and have not had the raises they needed and deserved in recent years.
- They do not receive regular and clear communication and therefore feel disrespected.
- They also believe leadership has not listened to them and in this sense they have not been treated professionally.

These problems have not arisen suddenly; they have been developing over time. They will likely not be resolved quickly. Every effort to intentionally listen to the employees will be of great value to concerns regarding the

