

Case Study:

Motorola RAZR V3

Motorola's V3 clamshell comes with a touch of class. The trendy phone packs in adequate features for social butterflies and even regular jetsetters. The RAZR V3 has become a runaway success for Motorola, providing a long awaited hit in a highly competitive cell phone market.

It is obvious that the thinness of the phone is the driving factor in its popularity. Slip this unit into your pocket and you'll barely notice the bulge. Targeted at style-conscious individuals, the V3 has its housing crafted out of anodized aircraft-grade aluminum.

Styling success, though, is short lived in the cell phone market and is easily copied by the competition. Quality and functional problems are critical, and the consumer is merciless. Bad news spreads like wildfire.

Maintaining Momentum

To ensure the continuing success of the RAZR V3, Motorola needs to do many things right. One of these is to continuously gather consumer feedbacks and analyze them for quality and functional problems or new opportunities. The resulting product intelligence can then be used by both marketing and product professionals to plan and execute an ongoing success story.

Classical survey methods and field studies are great. But they are limited in scope and depth, and Motorola cannot depend on them only for consumer intelligence.

Blog Intelligence

Motorola needs a method which utilizes the internet medium for consumer feedbacks. Consumer generated web (CGW) reviews or 'Blogs' represent one of the richest data repositories. But just knowing the 'buzz' or 'blog volume' or 'blog sentiment' is not enough. They need specifics and details.

The QUAD Report would provide Motorola with a detailed analysis of the CGW Reviews associated with the Motorola RAZR V3. The report would summarize and synthesize product quality and design related intelligence.

The RAZR V3 blog file was created in April 2006. The blog space for the RAZR V3 is quite rich and a total of 300 CGW Reviews (from a maximum of 1500) were extracted from 108 unique websites.

The QUAD analysis process found that consumer evaluation of the phone is on multiple facets. The analysis generated 5 to 6 level-2 consumer metrics for each level-1 category, and a total of 84 attributes at level-3.

The Challenge

Identify what RAZR V3 features and functions are being identified as competitive strengths or significant weaknesses by long term users. What quality problems are being experienced in the field. Intelligence required in weeks to be usable in the improved V3 model, plus the budget is limited

The Solution

QUAD Report analysis of consumer generated web reviews

The Benefit

Results are equivalent to a long term field study. Large sample size provides improved reliability and confidence. The data rich CGW Reviews provide detailed product intelligence efficiently and economically. Improvement action is immediate.



Executive Summary

The table to the right summarizes the strength and weakness evaluations for the RAZR V3. The QUAD score is indicative of both the blog volume and the intensity of the blogs.

BLOG WEAKNESS PROFILE ANALYSIS – Consumers report that *Quality -Reliability* is the highest rated weakness category for the phone. The mean score was quite high and the level-2 analysis shows strong weakness across several metrics. In particular signal strength and phone failure are areas of concern. The highest frequency of weakness responses was observed for *Design - Ergonomics & Ease of Use*. Two metrics, user interface and operating system key sequence have weakness scores that show a split consumer population, and should be investigated.

MOTOROLA	QUAD STRENGTH	QUAD WEAKNESS
QUAD Score	21%	17%
Dominant Category (Level-1)	Design – Ergonomics & Ease of Use	Quality - Reliability
QUAD Action Matrix (Level-2)	SUCCESS STRENGTH <ul style="list-style-type: none"> DES - Styling and feel of the phone QF1 - Product geometry & shape DE1 - Display screens 	PRIORITY WEAKNESS <ul style="list-style-type: none"> DE2 -User interface keypad/buttons QR5 -Unexpected phone or call failure QR3 - Battery life and talk time
Causal Attributes (Level-3)	<ul style="list-style-type: none"> DE1-3 : Large screen size for internal display DE4-4 : Dual speaker phone clarity and volume DE5-1: Phone looks cool and has a fashionable image 	<ul style="list-style-type: none"> QR5-1 : The phone goes dead and is difficult to switch on DE2-3 : Position and switching problems with side buttons QR3-1 : Short battery life (< 3 days) in standby or off mode

Attributes Analysis

The QUAD Action Matrix identifies three consumer metrics with priority weakness and immediate action by the quality & design team is recommended for these. Several causal product attributes were identified for the metrics, and should be used to initiate improvement.

Next Steps

The QUAD Report summarizes consumer assessments and extracts relationships between quality metrics, design metrics, and detailed product attributes. Product designers, quality engineers, and sales/marketing can immediately use the QUAD Report to:

- identify product strengths and weaknesses,
- plan consumer driven marketing strategies or design changes, and
- proactively solve consumer reported quality problems.

EVALUATION METRICS		NET STRENGTH				
Design - Functional		1 -----> 2 -----> 3 -----> 4 -----> 5				
DF-1	Phonebook/Datebook capability	1.85				
DF-2	Bluetooth/iSync connectivity	1.86				
DF-3	Memory card capacity	1.2				
DF-4	Text messaging system	2.42				
DF-5	Short cut keys and add-ons	1.85				
DF-6	Camera and video functionality	2.07				

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