Steve Jobs' opinions about market research are well documented. In several separate interviews, he dismissed the value of market research when developing new products at Apple.

"A lot of times, people don't know what they want until you show it to them. You can't just ask customers what they want then try to give that to them. By the time you get it built, they'll want something new."

When asked what market research went into the iPad, Mr. Jobs replied: "None. It's not the consumer’s job to know what they want."

Meanwhile, Vicky Rogers swears by the market research she conducted when setting up **Really Lovely Camping Company** in 2009. Vicky had been taken on holiday to Scotland by her boyfriend for their anniversary. She was initially sceptical when she found out her boyfriend had booked to go camping until she looked at the 'tent' they were staying in. The 'tent' was actually a semi-permanent geodesic fabric dome and had a log burner, a full size bed, a kitchen with a dishwasher and a 42” flat screen TV. Vicky quickly learned that this was 'glamping', not camping.

She returned from the holiday brimming with ideas. She was convinced that there was a market for glamping in the UK and quickly began researching other 'posh' glamping places in the UK by using the internet and looking at travel guides and brochures. Excited by what she didn't see, she began to research suitable sites where she could set up her own glamping experience in the Forest of Dean, around 50 miles away from her hometown. Once she found a site she researched publications that were read by high income earners without children. These would become her target market so that she could advertise effectively.

3 years on the business is going from strength to strength. Looking back she says "market research gave me the confidence to go ahead with the business idea and give up my job." When asked what piece of research had been most useful, she answered without hesitation: "Finding out the level of competition, definitely. But I had no idea what media and promotion would influence my target market, so finding that out was really important too.

**Questions**

1. Does Steve Jobs' viewpoint suggest that Apple is product or market orientated? Explain your answer.

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1. Do you think Vicky's trip to Scotland was market research? Explain your answer, outlining what method and type of research you think it was.

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1. Identify two other methods of market research conducted by Vicky and state whether they were primary or secondary and qualitative or quantitative.

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1. Explain why Vicky didn't think she needed to research future economic trends when setting up the Really Lovely Camping Company at a time when there were many people whose incomes were generally not growing.

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1. Discuss the contrasting viewpoints regarding the usefulness of market research.

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**Do this**

Create a market research plan for a business idea of your choice. Identify the research methods you would use and, for each, identify:

* The likely cost
* The resources you would need
* How you would use the data collected to help refine your business idea.