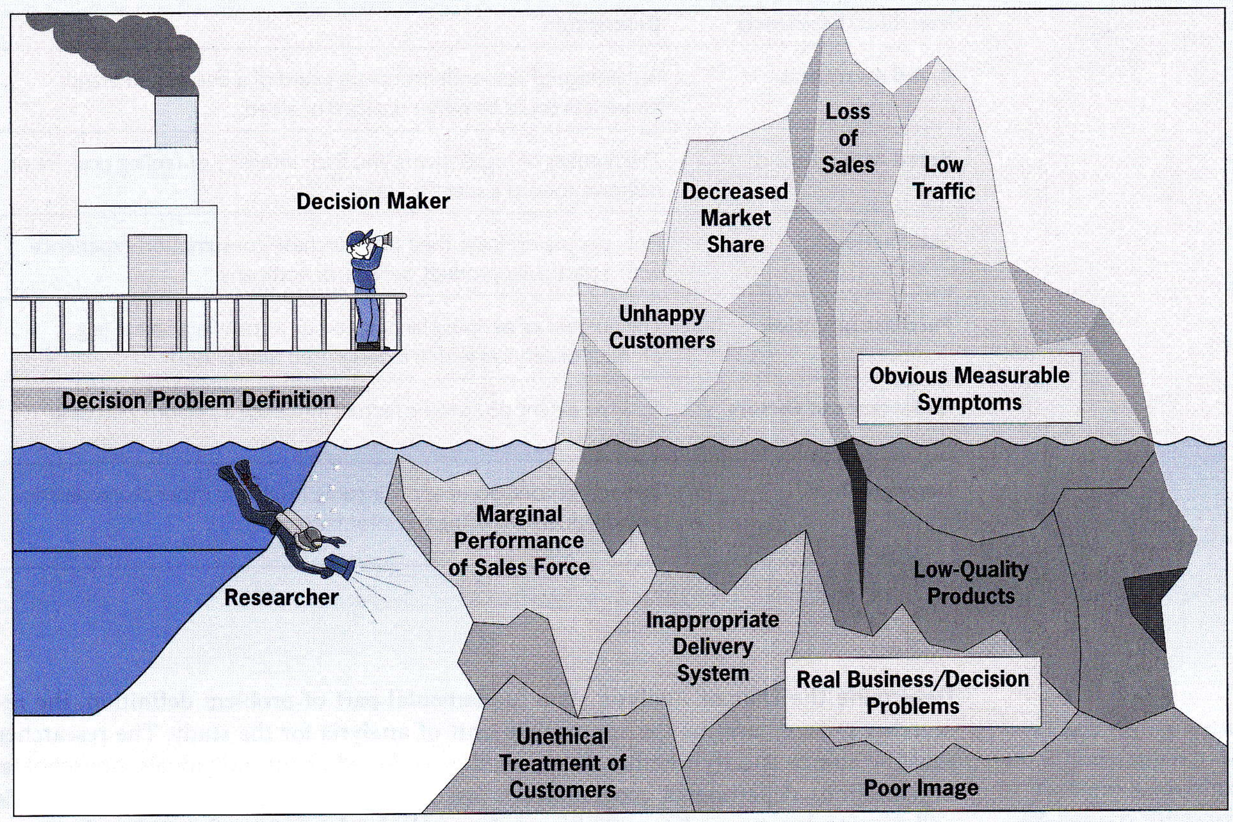
Exhibit 2.5 The Iceberg Principle



The iceberg principle states that in many business problem situations the decision maker is aware of only 10 percent of the true problem. Often what is thought to be the problem is nothing more than an observable outcome or symptom (i. e., some type of measurable market performance factor), while 90 percent of the problem is neither visible to nor clearly understood by decision makers. For example, the problem may be defined as "loss of market share" when in fact the problem is ineffective advertising or a poorly trained sales force. The real problems are submerged below the waterline of observation. If the submerged portions of the problem are omitted from the problem definition and later from the research design, then decisions based on the research may be less than optimal.

been initially perceived as being the problem. For example, as we mentioned, many times managers view declining sales or loss of market share as problems. After examining these issues, the researcher may see that they are the result of more specific issues such as poor advertising execution, lack of sales force motivation, or inadequate distribution. The challenge facing the researcher is one of clarifying the real problem by separating out possible causes from symptoms. Is a decline in sales truly the problem or merely a symptom of lack of planning, poor location, or ineffective sales management?