

Positioning your
pharma product

What? Another
research association?

A taxonomy of
digital ads

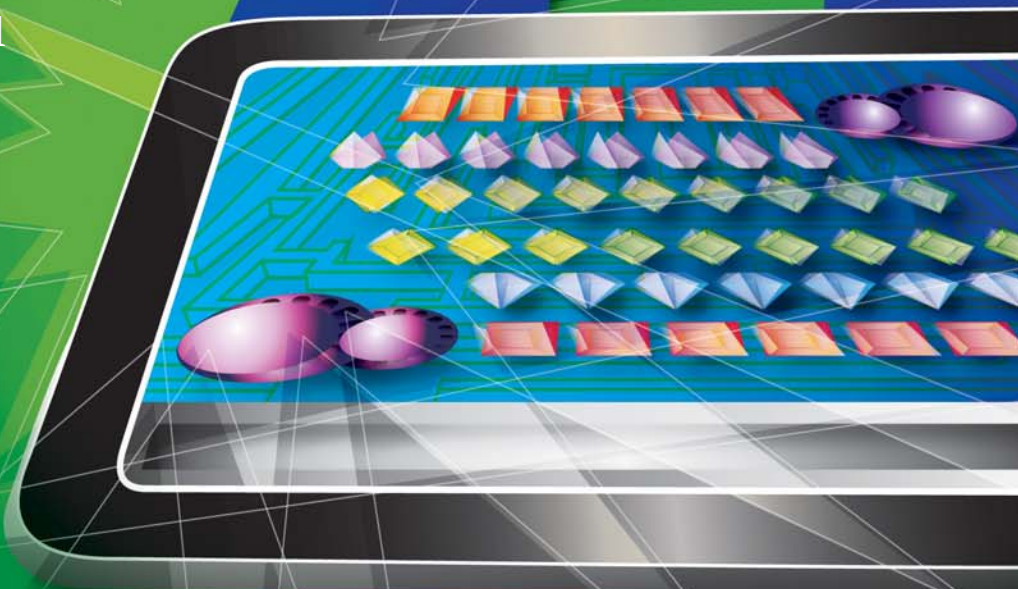
QUIRKS

Marketing Research



*Not just
playing around*

Why gamification could
be here to stay



March 2012
www.quirks.com

Willkommen. Schlesinger Associates is now in Germany.



Meet your customers. Anywhere. Anytime. Schlesinger Associates has added to its growing European network by acquiring the leading market research firm Schmiendl Marktforschung GmbH in Germany.

With high specification research facilities in the key markets of Berlin, Frankfurt and Munich, Schlesinger Associates delivers single source solutions for qualitative and quantitative research in Germany with the uncompromising commitment to success you expect from every project we deliver.

Call +49 (0) 30 23 509 690 to learn more about our expanding global capabilities.



Schmiendl Marktforschung GmbH

A Schlesinger Associates Company

YOUR GLOBAL RESEARCH PARTNER, ANYWHERE, ANYTIME.

Focus Groups > Online > Recruitment > Technology > Global Project Management

schlesingerassociates.com

USA | UK | FRANCE | GERMANY

© 2012 Schlesinger Associates.

THE INDUSTRY LEADER

RECKNER PHARMACEUTICAL

PEOPLE MARKET RESEARCH

PASSION DATA COLLECTION

INSPIRATION TWO DECADES

INTEGRITY PARTNER FUTURE



reckner

People. Passion. Inspiration.

The trusted partner for marketing research data

reckner.com

CONTENTS

Quirk's Marketing Research Review
March 2012 • Vol. XXVI No. 3

COLUMNS

- 8 **Trade Talk**
The MMRA joins the fray
By Joseph Rydholm
- 22 **Qualitatively Speaking**
Harnessing the power of hindsight
By Bryan Urbick
- 26 **By the Numbers**
A step forward on measuring marketing research ROI
By Michael Conklin

Quirk's Marketing Research Review
4662 Slater Road | Eagan, MN 55122
651-379-6200 | www.quirks.com

Publisher • Steve Quirk
steve@quirks.com | x202

Editor • Joseph Rydholm
joe@quirks.com | x204

Content Editor • Emily Goon
emily@quirks.com | x210

Directory Manager • Alice Davies
alice@quirks.com | x209

Production Manager • James Quirk
jim@quirks.com | x206

V.P. Marketing • Dan Quirk
dan@quirks.com | x203

V.P. Sales • Evan Tweed
evan@quirks.com | x205

Sales • Lance Streff
lance@quirks.com | x211

...moving? make sure
Quirk's comes with you!
Send change of address information to
subscribe@quirks.com



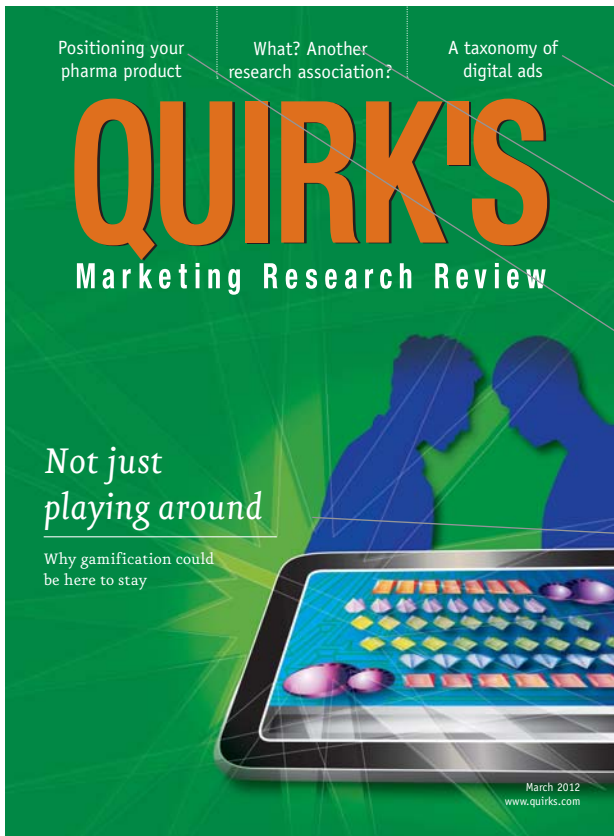
Download the Quirk's iPad, iPhone or Android app to view this issue.



An interactive downloadable PDF of this magazine is available at www.quirks.com/pdf/201203_quirks.pdf.



Follow us on Twitter @QuirksMR.



page
46

page
8

page
36

page
30

ON THE COVER

- 30 **Not just playing around**
Where gamification came from and why it could be here to stay
By Tom Ewing

DEPARTMENTS

- 6 In Case You Missed It...
- 10 Survey Monitor
- 16 Product and Service Update
- 70 Names of Note
- 72 Research Industry News
- 74 Calendar of Events
- 77 Index of Advertisers
- 78 Before You Go...

TECHNIQUES

- 36 **Built to last**
Use research to make sure your product's positioning is solid, relevant
By George Pettinico
- 40 **Finding the way in**
A typology of managed care organizations
By Ed Siebert
- 46 **Media, not medium**
A taxonomy of digital advertising
By Abigail Dufay and Ratna Tandavan
- 54 **You made me do it**
Understanding the role of social influence in consumer behavior
By Jon Christiansen
- 62 **No more ammo for 'Dilbert'**
How to make research into a real strategic partner
By David Santee

BURKE INSTITUTE

Leading the Way to Knowledge

Burke Institute offers practical marketing research training using applied learning techniques.
Become the marketing research expert in your organization.

RESEARCH METHODS

RM01 | Practical Marketing Research \$2,495

New York	Jan 10-12	New York	July 23-25
Los Angeles	Feb 27-29	Chicago	Sep 18-20
Chicago	Apr 16-18	San Francisco	Oct 29-31
Denver	June 5-7		

RM02 | Shopper Marketing: Insights, Innovation & Implementation \$1,995

Cincinnati	Feb 29-Mar 1	Philadelphia	Oct 10-11
Chicago	June 13-14		

RM03 | Designing Effective Questionnaires: A Step by Step Workshop \$2,495

New York	Jan 24-26	Los Angeles	Aug 7-9
San Francisco	Mar 13-15	Chicago	Oct 2-4
Chicago	May 1-3	Philadelphia	Nov 28-30
Cincinnati	June 12-14		

RM04 | Online Research Best Practices & Innovations \$1,995

New York	Mar 6-7	Baltimore	Nov 1-2
Los Angeles	June 25-26		

RESEARCH APPLICATIONS

RA01 | Applications of Marketing Research \$1,995

Los Angeles	Mar 1-2	New York	July 26-27
Chicago	Apr 19-20	San Francisco	Nov 1-2

RA02 | New Product Research: Laying the Foundation for New Product Success \$1,995

Cincinnati	Feb 15-16	Los Angeles	Oct 17-18
Chicago	July 18-19		

RA03 | Market Segmentation & Positioning Research \$2,495

New York	Feb 22-24	Chicago	Aug 14-16
Los Angeles	May 15-17		

RA04 | Customer Satisfaction & Loyalty Research: Managing, Measuring, Analyzing & Interpreting \$2,495

New York	Mar 27-29	Chicago	Oct 10-12
Los Angeles	June 27-29		

* Please note that our course numbering system has recently changed. Contact us at 800.543.8635 if you have any questions.

DATA ANALYSIS

DA01 | Data Analysis for Marketing Research: The Fundamentals \$1,995

New York	Jan 30-31	Atlanta	Aug 20-21
Chicago	Mar 19-20	Cincinnati	Nov 12-13
Los Angeles	June 11-12		

DA02 | Tools & Techniques of Data Analysis \$2,695

New York	Feb 7-10	Cincinnati	Aug 27-30
Los Angeles	Apr 24-27	San Francisco	Oct 23-26
Chicago	June 19-22		

DA03 | Practical Multivariate Analysis \$2,695

New York	Feb 14-17	Cincinnati	Sep 10-13
Los Angeles	May 8-11	San Francisco	Dec 4-7
Chicago	July 10-13		

DA04 | Practical Conjoint Analysis & Discrete Choice Modeling \$2,495

San Francisco	Mar 6-8	Chicago	Oct 16-18
New York	June 19-21		

COMMUNICATION

C01 | Writing & Presenting Actionable Marketing Research Reports \$2,495

New York	Feb 1-3	Atlanta	Aug 22-24
Chicago	Mar 21-23	Cincinnati	Nov 14-16
Los Angeles	June 13-15		

QUALITATIVE

Q01 | Focus Group Moderator Training \$2,995

Cincinnati	Jan 24-27	Cincinnati	Aug 14-17
Cincinnati	Mar 13-16	Cincinnati	Sep 25-28
Cincinnati	May 1-4	Cincinnati	Dec 4-7
Cincinnati	June 26-29		

Q02 | Specialized Moderator Skills for Qualitative Research Applications \$2,995

Cincinnati	Mar 27-30	Cincinnati	Oct 23-26
Cincinnati	July 17-20		

Q03 | Next Generation Qualitative Tools: Social Media, Online Communities & Virtual Research Platforms \$2,095

Chicago	Feb 29-Mar 1	San Francisco	Sep 19-20
Cincinnati	May 23-24		

TO REGISTER:

BurkeInstitute.com | 800-543-8635
513-684-4999 | E-mail: register@BurkeInstitute.com

For additional information or details about our seminars please contact:
Jim Berling | Managing Director or visit our web site at BurkeInstitute.com

Please check our web site or contact us about the following:

- Certificate Programs
- Pass Programs (with 3, 6, & 12 month options)
- On-site seminars
- Combination/team fee discounts
- Recommended seminar combinations:
RM01 & RA01, Q01 & Q02, C01 & DA01, DA02 & DA03



●●● loyalty research

Reengage them: How to fix those broken loyalty programs

Markdowns and cash rebates – a strategy of many brands and retailers – may actually have a negative effect on brand loyalty, according to Cincinnati marketing firm Colloquy. Loyalty programs have fallen into a copycat trap, with promotions looking increasingly alike to consumers. When asked if it pays to be loyal to a favorite brand, only 12 percent of U.S. consumers strongly agreed and only 17 percent said loyalty programs are a very influential factor in determining a purchase.

While consumer participation in loyalty programs is up, the type of engagement that forges long-term brand commitment is down. Colloquy has three tips to improve the effectiveness of loyalty programs.

Give 'em what they want.

Just 31 percent of U.S. consumers find reward program communications extremely relevant. Explore what high-value customers buy and what drives their redemption. Put customers fully in control.

Opt-ins and opt-outs must be easy and offered by category and channel.

Build a VIP mentality.

Foster a sense of insider status for customers. Invite customers to design how rewards are tailored to their needs. Consumer-to-consumer dialogue and company-to-consumer-to-consumer triologue both present new opportunities.

Keep it simple. Transform from being product- or channel-focused to being customer-centric. Ease of engagement is key. Approximately 64 percent of U.S. consumers said the main reason they joined a loyalty program was because the program made it easy to redeem rewards.



●●● consumer research

No sex please, we're broke

More than one-third of consumers are struggling to pay their monthly bills sometimes, often or always and most would go to extreme lengths to find relief from their dire straits, according to data from Dallas research company Toluna on behalf of BillFloat Inc.

How extreme? One-quarter of respondents would turn off their TV for an entire month to have someone else pay their bills, while one-fifth of women would abstain from sex for six months. (Sorry, guys!) Twenty-one percent would be willing to give up digital devices and cell phones for a month but only 14 percent would go without the Internet. Nine percent of respondents would gain 15 lbs. of weight, although only 5 percent of women would be willing to gain weight.

Additionally, 35 percent of respondents claimed that they get creative when they need money to pay bills, generating money through yard sales, pawn shops and taking on extra work. Twenty-two percent of consumers turn to friends and family for loans. The majority (86 percent) of consumers would go to great lengths to avoid missing a payment and incurring a late fee.

After taking into account the vital monthly bills of housing, food and utilities, consumers ranked insurance as the most important bill to pay first, followed by credit cards, loans, cell phone and lastly cable/satellite.

- ✓ Soccer Mom
- ✓ Buys Organic
- ✓ Shops Online



Meet **Natalie**

Not just panels. People.

uSamp™ panelists are valued customers and partners. Engaged and highly responsive, they represent over 90 countries worldwide. All our panelists are extensively profiled so you can find that hard-to-reach audience. We maintain one of the largest and highest quality panels in the industry.

Looking for a specific audience? Contact us at 888-828-1612

Dallas • London • Los Angeles • New Delhi • Trumbull, CT

Headquarters: 877-217-9800

UK Office: +44 (0) 207-164-2203

sales@uSamp.com • www.uSamp.com

uSamp
THE ANSWER NETWORK



The MMRA joins the fray

I didn't want to sound rude but I had to ask: "Why start another association for the marketing research industry?" Rather than be insulted, my interviewee fielded my question with aplomb. And as our conversation progressed, I started to feel like it wasn't that crazy of an idea after all.

Launched in January, the Mobile Marketing Research Association (MMRA) is the newest initialism in the crowded alphabet soup of organizations serving our industry. In answering my opening salvo, its Executive Director Mark Michelson offered that one of his reasons for co-founding the group along with the Merlien Institute's Jasper Lim was that proactive self-regulation of the use of mobile devices for marketing research could go a long way toward ensuring that mobile research is allowed to fulfill its seemingly immense potential. "We felt that we need to start focused discussions with the right people and be the advocate for the use of these devices. We want to work with other associations like ESOMAR, the MRA, the Mobile Marketing Association – whoever wants to talk. There are regulations in the hopper now across the globe, different sorts of privacy rules, across companies and governments, opt-in rules – they're all putting at risk the use of these devices for the types of data collection they are capable of," Michelson says.

Some of the most tantalizing types of mobile research, from ethnographies to shopper-intercept studies to behavioral tracking using GPS, also have the potential to raise red flags with privacy advocates, who may not understand the differences between legitimate data-gathering and the mobile version of sugging or intrusive, Big Brother-like monitoring. "We're not talking about the kinds of things you hear on the news, of hidden stuff in phones that can track people's behavior. It's about using the devices' capabilities of video, audio, texting, connectivity with certain applications, GPS – advocating all of those different uses and being a clearinghouse for talking about and setting standards, ethics and best practices," he says.

Michelson, who runs his own research firm, Atlanta-based Threads Qualitative Research, also helped launch the Mystery Shopping Providers Association (MSPA) in 1997. He sees parallels between mobile interviewing and the pre-MSPA version of mystery shopping. Both can be used for purposes outside of or beyond research – with similarly undesirable outcomes, depending on the scruples or intentions of those wielding the methods. But both also offer tremendous potential as information-gathering vehicles. Yet because of that, and the likelihood of abuse, overly-strict regulation by governmental or other bodies could end up neutralizing the very data-gathering capabilities that make them so attractive.

With a membership of 80 when we



©Clare Pix Photography www.clarepix.com

Joe Rydholm can be reached at joe@quirks.com

spoke in early February, the MMRA has an initial goal of attracting 300 founding members. Committees have been established for various topics and some of the planned efforts include working with existing educational bodies to develop mobile research-focused curricula; creating and maintaining a taxonomy of mobile research-related apps and technology; and a slate of annual events around the world. (Find out more at www.mmra-global.org.)

Protect the future

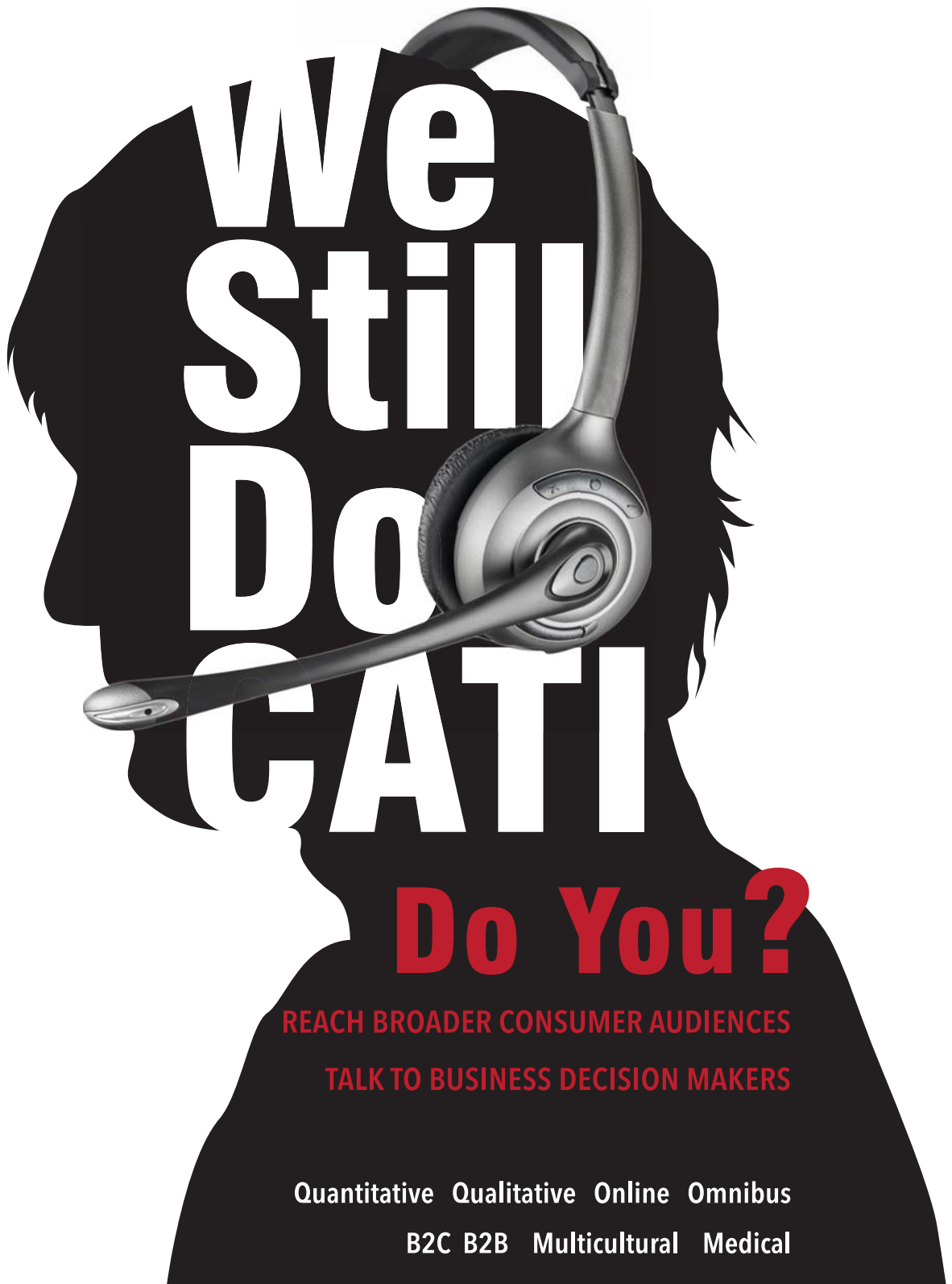
The reasons for forming the MMRA boil down to wanting to protect the future of mobile-based research – in all its forms. "If we don't write some sort of standards and codes of ethics or pursue self-regulation around the ideas of opting-in, of payments and incentives for opinions, this stuff is going to be totally mangled – and soon. Consumers may not know the difference between legitimate mobile research and questionable mobile practices and we as researchers need to protect the integrity of the process and make sure that the data we gather are meaningful and useful," Michelson says.

Those sound like good reasons to me.



quirks.com/articles

ID 20120301



we
Still
Do
CATI

Do You?

REACH BROADER CONSUMER AUDIENCES

TALK TO BUSINESS DECISION MAKERS

Quantitative Qualitative Online Omnibus

B2C B2B Multicultural Medical

www.research-house.ca / 1.800.701.3137 Ext. 224 / angela.henry@research-house.ca



IN FOCUS

••• a digest of survey findings and new tools for researchers



// Survey Monitor



••• auto research

Heart over head

New-vehicle buyers rely on 'conventional wisdom' more than fact

More than 40 percent of new-vehicle buyers who avoided a particular model due to quality or reliability concerns based their opinions on conventional wisdom or common knowledge rather than personal experience, reviews, ratings or recommendations, according to Westlake Village, Calif., research company J.D. Power and Associates' 2012 Avoider Study. The study examines the reasons consumers fail to consider – or avoid – particular models when shopping for a new vehicle.

Perceptions of vehicle reliability have consistently been a prominent reason for avoiding a particular brand or model. Among buyers who avoided a particular model due to concerns about quality and reliability, 43 percent say their avoidance

was due to the brand's vehicles, in general, being known to have poor quality/reliability. A smaller percentage (38 percent) based their avoidance decision on ratings and reviews, while an even smaller proportion (14 percent) based their decision on prior ownership of the model.

Additionally, the percentage of buyers who avoided import models because of their origin increased to 14 percent in 2012, the highest level since the inception of the study in 2003. Conversely, the percentage of buyers who avoided domestic models due to their origin declined to 6 percent, a historically low level.

Gas mileage was the most influential reason for purchasing a particular vehicle model in 2012, surpassing the influence of other key reasons such as

reliability, the deal and exterior styling, which were the most influential purchase reasons in 2010.

With the emphasis of the importance of gas mileage affecting both the automotive market and consumer purchase decisions, certain alternative fuel vehicles – the Chevrolet Volt, Nissan Leaf and Toyota Prius – captured much attention from new-vehicle buyers. While both gas mileage and environmental impact were among the two most-often-cited purchase reasons for these models, there were marked differences between the models for the next-most-cited reason. For the Volt, the image the model portrays was a prominent reason for purchase, while buyers cited low maintenance costs for the Leaf and reliability for the Prius. Among buyers who avoided the Volt, purchase price was the most-often-cited reason, while the most prominent avoidance reason for the Leaf and Prius was exterior styling. For the Volt and Leaf, a notable proportion of buyers cited the models' small size as an avoidance reason. For the Prius, performance was a prominent reason for avoidance. www.jdpower.com

••• gambling research

Do you feel lucky? Well, do ya?

Over one-third of Americans bet on a chance to win big

Despite nationwide economic uncertainty, certain pockets of consumers in the U.S. hold on to dreams of winning big. According data from Scarborough Research, New York, 39 percent of all American adults ages 18+ (91 million) have purchased a lottery ticket in the past 30 days. Baby Boomers



large.

Fieldwork has MORE focus group facilities in the U.S. than anyone else. After 30 years in the business, we are HEAVY on experience. With an owner/operator at every facility (19 in all) we have a MASSIVE commitment to on-site quality. And, five more owners at the corporate level, add GREAT WEIGHT to a cohesive brand. Over the years, we have constantly monitored and enhanced our local databases, making them VAST without the extra fat. Compared to any other facility chain, you have to admit, we've got GIRTH.



www.fieldwork.com

atlanta: 770.988.0330
boston-waltham: 781.899.3660
chicago-downtown: 312.565.1866
chicago-north: 847.583.2911
chicago-o'hare: 773.714.8700

chicago-schaumburg: 847.413.9040
dallas: 972.866.5800
denver: 303.825.7788
east-fort lee, NJ: 201.585.8200

L.A - orange county: 949.252.8180
minneapolis: 952.837.8300
new york-westchester: 914.347.2145
phoenix-scottsdale: 480.443.8883

phoenix-south mountain: 602.438.2800
san francisco: 415.268.8686
seattle 425.822.8900
seattle-downtown: 206.943.3300
multi-location projects: 1.800.TO.FIELD



(ages 45-64) accounted for the largest proportion of lottery ticket purchasers, with 37 percent of all those saying they had purchased a ticket in the past 30 days falling in this age group. Gen X (ages 30-44) was the next-largest group at 29 percent, followed by Gen Y (ages 18-29) at 18 percent and the Silent Generation (ages 65+) at 16 percent.

Though lottery ticket purchasers were 16 percent less likely than all Americans to hold at least a college degree, 62 percent were employed either full- or part-time and more held white-collar jobs (37 percent) than blue-collar (25 percent). Accordingly, one-third of lottery ticket purchasers had an annual household income of \$75,000+.

Of this population courting Lady Luck, 34 percent purchased only scratch-off tickets; 31 percent purchased only non-scratch-off tickets; and 35 percent purchased both kinds of tickets. The top local market for scratch-off ticket purchasers is Buffalo, N.Y., with 49 percent of the population purchasing a ticket. The top local markets for non-scratch-off ticket purchasers are Orlando, Fla.; Providence, R.I.; and Tampa, Fla. (38 percent). The local markets least likely to purchase lottery tickets are Las Vegas (13 percent), Salt Lake City (8 percent) and Honolulu (5 percent).

Nearly three-quarters of lottery ticket purchasers have accessed the Internet in the past 30 days, which is approximately the national average. Of this Internet-friendly group, more than one-third spent 10 hours or more per week on the Internet.

When it comes to media usage, 58 percent of lottery ticket purchasers read one or more newspapers in the

past seven days, with 42 percent saying they generally read the sports section Monday through Friday. One-quarter had visited a newspaper Web site in the past 30 days and 18 percent had visited the same in the past seven days. Nearly three-quarters listened to five or more hours of radio in the past five days and 83 percent watched 10 or more hours of TV in the past seven days.

www.scarborough.com



●●● consumer research Small newspapers, big audience

For community news,
readers stay local

Readers in areas served by community newspapers continue to prefer the community newspaper as their source of local news and advertising, according to an annual survey conducted by the National Newspaper Association, Columbia, Mo., and the research arm of the Reynolds Journalism Institute at the Missouri School of Journalism.

Following consistent trends, 74 percent of people in communities served by a newspaper with circulations under 15,000 read a local newspaper each week. They prefer the printed copy to the online version, with 48 percent saying they never read the local news online. They prefer to receive advertising through the newspaper (51 percent) instead of on the Internet (11 percent) and only about one-quarter of respondents said they had found local news

through a mobile device in the past 30 days. Slightly more (38 percent) said they had received local shopping information via mobile device.

They also have a strong preference for government accountability through newspaper public notice, with 80 percent saying the government should be required to publish notices in the newspaper.

Additional findings include: 74 percent of those surveyed read a local newspaper each week and those readers, on average, share their paper with 2.33 persons. They spend about 38.95 minutes reading their local newspaper and 73 percent read most or all of it. Over 40 percent keep their community newspaper six or more days. Sixty-one percent of readers read local news very often in their community newspaper, while 48 percent say they never read local news online. Only 11 percent say they read local news very often online.

Of those going online for local news, 52 percent found it on the local newspaper's Web site, compared to 20 percent for sites such as Yahoo, MSN or Google, and 25 percent for the Web site of a local TV station.

Thirty-three percent of those surveyed read local education (school) news very often in their newspaper, while 68 percent never read local education news online. Twenty-seven percent read local sports news very often in their newspaper, while 70 percent never read local sports online. Forty percent read editorials or letters to the editor very often in their newspaper, while 64 percent never read editorials or letters to the editor online.

The local community newspaper is the primary source of information about the local community for 51.8 percent of respondents, compared to seeking information from friends and relatives (16 percent) and TV (13.2 percent). Readers are seven times more likely to get their news from their community newspaper than from the Internet and less than 6 percent said their primary local news source is radio.

www.nnaweb.org

Meet Rosa, a marketing manager at a medium-sized company

"Knowing where we are in the market is critical to the success of our campaigns. I love that I can get insight in minutes with **Cint Access**."



Reach 7 million targeted people from over 600 unique panels right now!



cint

global connections. local insights.

online & mobile

hard-to-reach audiences

self-service or service-based

www.cint.com



●●● consumer research
Move over, laptops

Tablets gaining ground in American life

Electronic tablets could become the device of choice for the American technology crowd, as 46 percent of Americans said that tablets will eventually take the place of laptop computers, according to a national telephone survey of 1,155 registered voters conducted by Atlanta research company Poll Position. Thirty-five percent said tablets will not take the place of laptop computers and 19 percent did not have an opinion.

A majority of Americans ages 30-to-64 chose electronic tablets over laptop computers and in the 30-to-44 age group, 53 percent picked electronic tablets to replace computers. Thirty-seven percent said tablets will not replace personal computers.

Among those 45-to-64, 52 percent said electronic tablets will eventually take the place of personal computers versus 30 percent who said personal computers will not be replaced by tablets.

Oddly, younger Americans ages 18-to-29 do not think tablets will replace personal computers. Forty-nine percent said tablets will not replace the personal computer; 37 percent said the tablets will take the place of laptops; and 15 percent did not offer an opinion.

www.pollposition.com

●●● children research
Cyberbullying concerns abound

The Web: a not-so-safe place for kids worldwide?

Twelve percent of parents online around the world said their child has been cyberbullied and 24 percent said they know of a child who has experienced the same in their community, according to data from Paris research company Ipsos on behalf Reuters News. Of those, a majority (60 percent) said the children experienced the harassing behavior on social networking sites like Facebook.

Cyberbullying is defined as when a child or group of children (under the age of 18) intentionally intimidate, offend, threaten or embarrass another child or group of children specifically through the use of information technology, such as a Web site or chat room on the Internet, a mobile phone or another mobile device.

Awareness of cyberbullying is high (66 percent) among the 24 countries surveyed. Those citizens most aware of cyberbullying are from Indonesia (91 percent), Australia (87 percent), Poland (83 percent), Sweden (82 percent), the U.S. (82 percent) and Germany (81 percent). However, not all countries have such high levels of awareness. Only

29 percent of those in Saudi Arabia said they have heard of cyberbullying, followed by Russia (35 percent), China (49 percent), Turkey (50 percent), France (53 percent) and India (53 percent).

A strong majority (77 percent) of global citizens said cyberbullying is a fundamentally different type of bullying that needs special attention from parents and schools, in addition to existing efforts to address bullying in general. On the other hand, 23 percent said cyberbullying is the same behavior seen in other forms of bullying, just through different technologies, and should be addressed through existing anti-bullying measures.

Parents were asked to consider, to the best of their knowledge, if a child in their household or in their community has ever experienced cyberbullying. Of the 12 percent of parents who reported a child in their household has experienced this form of bullying, 6 percent said it happened once or twice and 3 percent say it happens sometimes or on a regular basis.

One-quarter of parents surveyed reported a child in their community has experienced cyberbullying once or twice (11 percent); sometimes (10 percent); or on a regular basis (5 percent). Regarding children in their community, half said they don't know and one-quarter said never.

Parents were asked to think about the kids they know who have experienced cyberbullying, to the best of their knowledge, and report how they experience the harassing behavior. Sixty percent said it is through social networking sites like Facebook, while 42 percent said mobile phones or other mobile devices (42 percent) and online chat rooms (40 percent). Three in 10 said it happens through e-mail or online instant messaging. Twenty percent said other Web sites and 9 percent said other forms of technology.

www.ipsos.com



You don't need more data.

You need a way to solve the problems flowing deep *inside* the data.

Introducing Capella. It's the only system that can uncover the biggest, baddest customer issues — and then guide you, step by step, through the process of fixing them.

That means you can now go beyond “what-ifs” and into true action planning: assigning teams, uncovering causes, and achieving trackable outcomes.

So don't just stand there absorbing data. Start using it to get results.

Visit us at maritzresearch.com/capella.

Capella²
Maritz RESEARCH
www.maritzresearch.com/capella

Q

IN FOCUS

Product and Service Update

●●● concept research **Innovation space on the Web**

Affinnova debuts virtual Concept Studio for collaborative ideation

Waltham, Mass., research company Affinnova has introduced Affinnova Concept Studio, a Web-based application intended to accelerate concept collaboration and development for new products, designs and ad campaigns. Concept Studio is designed to help marketing teams create concepts by capturing and managing ideas in a shared visual workspace and by allowing users to create an “innovation space” for potential marketing concepts, including branding, positioning, imagery, benefits, messaging and packaging.

Concept Studio supports divergent collaboration, encouraging users to submit a variety of alternative ideas. Users can share concepts in real time to cast a wide net for ideas, even inviting outside vendors, such as advertising agencies or consultants, to participate.

www.affinnova.com

●●● mobile research **MiVue for multiple mobile systems**

Expanded passive platform for capturing consumer behavior

Columbus, Ohio, research company iPinion has launched its miVue platform across three mobile operating systems: iOS, Android and BlackBerry. MiVue is designed to capture and track up to 24 different data points from user devices to provide a deeper understanding of consumer behavior. For instance, miVue reports Web site visits; bookmarks; music played; camera use; text and call volumes; apps used; and app downloads. Additionally, miVue provides time and location stamps to determine when and where these behaviors are performed.

MiVue is intended to allow researchers to target respondents using real-time behavioral data and send relevant surveys at the appropriate time and in appropriate locations.

www.ipinionsurveys.com

●●● online qualitative **Make sense of the chatter**

New tool aims to minimize language barrier; simplify BFG data

Civicom Marketing Research Services, Greenwich, Conn., has launched Civicom Chatterbox, a solution designed to conduct online bulletin board focus groups and forums in 48 different languages,

in addition to English. Civicom Chatterbox is a multifunctional, multimedia online bulletin board intended for online focus groups, online forums and private online communities and includes highlighting, tagging, word clouds and multiple archiving features.

Civicom Chatterbox features a smart-tagging and word-cloud interface. The Civicom Chatterbox word cloud is designed to provide functional links that lead to a query of all the posts and respondent entries on the online bulletin board associated with a tag. By clicking on each entry, all the marked phrases and sentences that were tagged will become visible.

Civicom also offers translation services for most of the 48 languages into English and vice-versa.

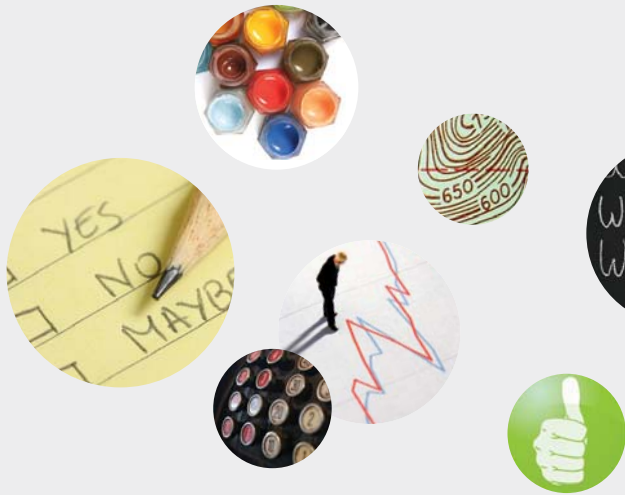
www.civi.com

●●● ad research **Verifying the digital impact**

ComScore offering examines ad impressions and audiences reached

Reston, Va., research company ComScore Inc. has launched Validated Campaign Essentials (vCE), a measurement product designed to validate digital ad delivery and offer a holistic view of campaign delivery and a verified assessment of ad-exposed audiences via a third-party source. VCE aims to provide unduplicated accounting of impressions delivered across various dimensions, such as ads delivered in-view, in the right geography, in a brand-safe environment and absent of fraudulent delivery.

Along with vCE are validated gross rating points, a metric for reflecting measurement of ads that were delivered and that had



Complex choices.

Clear outcomes.

How good is your research partner at sorting through market complexities? Providing strategic insights that lead to happier customers, higher profits? Maybe it's time you met Radius. Our senior team is skilled at designing innovative approaches that deliver clarity of direction and bottom-line results.

Learn more about our customized research and industry experience at radius-global.com or contact Managing Director Chip Lister at 212.633.1100 or clister@radius-global.com.

Radius Global Market Research. **Clear thinking for a complex world.**

radius-global.com

RADIUS CORPORATE
New York

RADIUS NORTHEAST
Albany
Philadelphia
Rochester

RADIUS SOUTH
Atlanta
Orlando

RADIUS WEST
Long Beach
San Francisco

RADIUS EMEA
London

radius

an opportunity to have an impact on consumers. Validated impressions are also the basis for vCE's campaign audience reports, which include reach and frequency, comprehensive demographics and behavioral segments only for people with a valid exposure.

www.comscore.com

●●● eye tracking

Easy eye tracking on the fly

Tobii endeavors to make biometric research in the field a 'snap'

Stockholm, Sweden, research company Tobii Technology has introduced the Tobii X1 Light Eye Tracker, a compact and highly-portable eye-tracking system for cost-efficient data collection in the field. The Tobii X1 Light Eye Tracker is designed to snap onto many screens and devices to allow for portable or real-world eye-tracking studies, such as creating a portable lab for studying ads and Web sites on a laptop or to research the usability of ticket machines and information kiosks in real environments. The technology is intended for usability and market research studies analyzing visual attention and gaze patterns.

The Tobii X1 Light Eye Tracker is offered as a comprehensive solution consisting of different mounting fixtures to facilitate a variety of test setups, software options and bundles, as well as access to training and support.

www.tobii.com

●●● online research

Understanding Web site 'FootFall'

Cloud-based visitor-lytics solution to help retailers optimize online presence

Solihull, U.K., research company Experian FootFall has launched its software solution for visitor analytics. Dubbed Site Analytics and built by London IT consulting firm Hitachi Consulting UK, the cloud-based offering is intended to help retailers deliver site and store-network performance measurement.

Site Analytics aims to provide Experian FootFall's clients with a 360-degree view of retail site performance to help pinpoint priorities of action, enabling them to focus on the areas that need improvement and forecast performance in their stores.

www.footfall.com

●●● diy research

Tried-and-true question archive

SurveyMonkey adds Question Bank

Palo Alto, Calif., research software company SurveyMonkey has debuted Question Bank, a feature that provides a growing library of thousands of questions to help survey creators find and add commonly-asked questions by category. Every question and response set has been written in a methodologically-sound way to reduce bias and give the most accurate answers. Users will be asked what type of survey they are creating and then be able to review question and re-

sponse sets via the Question Bank, which appears on the left-hand side of the survey editor.

www.surveymonkey.com

●●● competitive analysis

Using consumers to configure market position

New method explores consumer perceptions of the marketplace

Radius Global Market Research, New York, has released Configure, a process that aims to identify marketing opportunities by tapping into consumers' perceptions of how a market is structured, including how consumers think about the makeup of a given category; the size of each area of opportunity; and how one area is differentiated from the next. Configure is designed to show marketers which, if any, existing products have a stronghold on characteristics highly associated with an opportunity area and highlight potential weaknesses.

www.radius-global.com

●●● customer experience

APECS goes granular

Updates to measurement tool to track customer service efforts

The MSR Group, an Omaha, Neb., research company, has released version 3.2 of its customer advocacy measurement tool, the APECS Performance Monitor. It is intended

to measure customer satisfaction and advocacy and to enable clients to improve service delivery. The newest version features several updates, including: an Action Plan component where branch managers can identify problem service areas, set goals, outline action steps and have their progress tracked automatically; the Idea Bank best-practice sharing module to communicate successful action plans for improving scores throughout the organization; longevity reporting so upper-level management can identify how long each branch has been below average on key driver indicators; and additional stack ranking charts, allowing branch managers to identify how their branch compares to competitors and the average.

www.themsrgroup.com

●●● ad research
Facial recognition gets an app

ReconAge to aid in ad targeting

AppTech Corp, a Boca Raton, Fla., software company, has launched ReconAge, a mobile age-recognition app for Android phones. The application, available for free download in the Android Market, is designed to recognize the approximate age of a person by making use of real-time facial recognition biometric systems online, allowing advertisers to ascertain the age, gender and ethnicity of their audience and evaluate whether

they are advertising the right products to the right demographics.

<http://apptechcorp.com>

●●● media research
Classifying online activity

Cross-platform panel to connect tech behavior with demographics

Dublin, Ireland, research company Experian Simmons has developed Simmons Connect, a cross-platform media planning service designed to feature a digital- and mobile-media panel that collects online and mobile activities of

National Mall research coverage ♦ Mall to web computer Testing ♦ Automated Reporting ♦ Video Testing ♦ Sensory testing



C&C Market Research

www.CCMarketResearch.com

opt-in panelists through digital meters installed on their smartphones, tablets and home computers.

Simmons Connect is intended to link reach, time spent and activity measures for traditional, digital and mobile media platforms to over 60,000 consumer elements measured in the core Simmons National Consumer Study and National Hispanic Consumer Study. These measures include 8,000+ brands, 600+ attitudes, detailed media preferences, consumer lifestyles and demographic measures and Experian's measures of Hispanic consumers. www.experian.com/simmonsconnect

●●● customer experience

Making users CXPros

Out-of-the-box software looks to simplify CEM

Salt Lake City research company Allegiance has released CXPro, a package of software and services designed for customer experience (CX) professionals. The CXPro package aims to simplify CX management by combining survey templates and reports, including analytics and dashboards, with CX-specific consulting and best practices. By providing an out-of-the-box solution, Allegiance CXPro hopes to accelerate insight discovery and sharing in voice-of-the-customer and operational data.

CXPro elements include survey templates; CX key driver analysis; social media capabilities; reporting, dashboards and executive scorecards; and best practices, consulting and training. www.allegiance.com

●●● health care research

Health care network turns panel

Two companies form panel to improve patient care

New York research company WorldOne and Marlborough, Mass., health care company Physicians Interactive have partnered to offer Physicians Interactive's network of online and mobile health care professional relationships in the U.S. an opportunity to participate in online and mobile market research to guide and improve the quality of patient care via a WorldOne-created panel environment. Physician Interactive's network reaches 875,000+ physicians, nurses and health professionals in all major specialties, including a verified panel of 200,000+ U.S. physicians. www.worldone.com

●●● Briefly

■ San Francisco events technology company CrowdOptic has released a mobile app designed to track where fans at sporting events aim their mobile phone cameras, to monitor shifts in their focus of attention. CrowdOptic intends to use the data to roll out focus-based services for ad targeting. www.crowdoptic.com

■ Cvent, a McLean, Va., events technology company, has released several advancements to its Web survey solution. The updates are designed to allow users to increase survey response rates by customizing each survey to be mobile-friendly; localize each participant's experience by creating a single survey that can be taken in English, French, Spanish, German or Italian; and automate the analysis of open-ended comments through text analysis. www.cvent.com

■ Dallas research company Toluna

has developed iPad and iPhone apps for Toluna QuickSurveys. The apps are available as a free download from the App Store and are designed to allow members to create polls and gather responses from Toluna's global panel community straight to their iPhone or iPad. Users can also upload pictures directly to their polls and publish surveys and opinions on social networks. www.toluna.com

■ Wilton, Conn., research company Marketing Management Analytics has announced its pricing strategy practice to help sales, marketing and finance professionals define, implement and track the in-market performance of pricing strategies. The practice includes a data management and Web-based price-planning platform. www.mma.com

■ Portland, Ore., research company Revelation Inc. has released Revelation Express, an offering for users of Revelation's Immersive Research approach, providing research results in less than one week for under \$6,000. www.revelationglobal.com

■ Researcher Annie Pettit has published a book, called *The Listen Lady*, which focuses on social media listening research. *The Listen Lady* is available on Amazon.com as either a paperback or e-book. <http://lovestats.wordpress.com/book>

■ Kinesis Survey Technologies LLC, Austin, Texas, has published a white paper, titled *Future-Proofing Online Panels: A Multimode, Multisource Approach*, which focuses on the changes within the market research industry regarding panel management strategy and implementation. The white paper is available as a free download. www.kinesisurvey.com/resources/whitepapers

■ Cleveland researcher Hedges & Company has launched its online Market Research Store to provide businesses in the automotive aftermarket with part-specific research reports on consumer buying be-

havior and brand awareness. The reports cover two areas: BuyerZoom for consumer buying behavior and BrandZoom for brand names.
<http://hedgescompany.com>

■ Stockholm, Sweden, research company Cint has re-branded its product names and released a new logo. The company's Cint Sample Access and Cint Automated Tracker have been renamed Cint Access while its Cint Panel Manager and Cint Direct Revenue have been renamed Cint Engage. Both offerings feed into OpinionHUB, formerly Cint Panel Exchange.
www.cint.com

■ Princeton Research, Las Vegas, has updated its Web site to include a new layout and social media integration.
www.princetonresearch.com

■ Research companies Epocrates Inc., San Mateo, Calif., and M3 Inc., Tokyo, have partnered to form a verified physician and health care provider panel covering 70 countries with more than 1.7 million physicians.
www.epocrates.com

■ Livonia, Mich., research company Market Strategies International has achieved ISO 20252 certification after attaining the global quality standards for organizations conducting market, opinion and social research.
www.marketstrategies.com

■ London research company Illuminas has achieved ISO 27001 accreditation for its research management systems.
www.illuminas-global.com

■ 20|20 Research, Nashville, Tenn., has developed QualBoard Mobile, an app for online bulletin boards designed to allow participants and researchers to access any QualBoard discussion using a mobile phone. The app also features LifeNotes for uploading pictures and video with comments in a separate ethnographic data stream. LifeNotes entries may be made via text message or via a phone's automated voice-to-text capability.
www.2020research.com/qbmobile

www.quirks.com

ActiveGroup now offers mobile streaming allowing you to access your research anywhere*



* (where you choose to watch is up to you)

Be anywhere,
research
everywhere



ActiveGroup Ventures, Inc.
+1 800 793 3126 (U.S. toll free)
+1 770 449 5539 (International)
e: info@activegroup.net
w: www.activegroup.net



Harnessing the power of hindsight

| By Bryan Urbick

snapshot

Revisiting previous qualitative studies is worthwhile but researchers are better equipped than computers to analyze the data, the author feels.

When undertaking market research projects for our clients we are regularly asked what is the shelf life of the data. It's a good question. Companies invest huge amounts of money annually to ensure that they have the most up-to-date intelligence regarding their products and their marketplace and the longer the information is usable, the better.

The answer to the question depends a great deal on the type of research data being addressed. Excellent research, in our opinion, shouldn't have a short life span. Indeed, we regularly undertake research reviews for our clients and, depending on the scope of the project, we would consider qualitative and quantitative data for the previous three to five years. There is little reason not to extend that time frame but we have yet to go beyond the five years.

Even though marketing teams will rightly try to squeeze the last drop of intelligence from the research, the reports are typically archived away, only to gather dust. The reasoning behind this is usually based on the premise that today's insights will be irrelevant tomorrow. In reality, though, this could not be further from the truth. New product development will always benefit from past insights, particularly when the research design has accommodated a variety of market scenarios and potential product characteristics.

Don't get me wrong. I am not suggesting to promulgate the negative thinking

of "we've tried it before and it didn't work." Quite the contrary.

When the data are "alive" or recently obtained, the analyses are more often than not based on the specific objectives of the brand, product or category managers. And since their focus is generally on a single objective, a linear view is most likely taken and the insights reported accordingly.

Simply hibernating

As we have found with several projects, there is much that can be learned from reanalyzing past market research data. These insights are not dead and buried; often they are simply hibernating.

Good market researchers are, by their very nature, curious and inquisitive people. They can't resist identifying patterns within patterns, seeking to see what is not obvious to mere mortals and separating black areas from white while looking at little else but a grey canvas of data. It can be a bit like peering into a kaleidoscope. All the pieces remain encased, but rotate the tube and they take on very different patterns of colors and shapes.

In market research, data mining is a process that generally involves the analysis of large quantities of data in order to extract previously unknown intelligence or interesting patterns of behavior. Consider qualitative mining. It can be a very cost-effective exercise not only as an add-on to a current research project but also when budgets are tight.

While research reviews consist primarily of overlaying existing research, it is always



quirks.com/articles

ID 20120302

Learning what's on their mind has never been in better hands.



Anyone. Anytime. Anywhere. Toluna's laser-focus on your needs—and our dedication to respondent and sampling excellence—lets you rest assured we can deliver. We'll tap into our respondent community that's always at the ready, in 33 countries. So you get quality results, on schedule and on budget, from the innovative Internet Survey Solutions provider that pioneered the industry. At Toluna, it's what makes you feel like a partner, not a "client."

Ready to talk?

Call us at 1.866.296.3049 or visit tolunacorporate.com/2011ad to put a world of ideas in your hands.

Survey Respondents

- Global respondent panel
- Well-profiled respondents

Survey Solutions

- Cutting-edge designs
- Mobile surveys
- TolunaAnalytics™ reporting tool

Quick Feedback

- Omnibus
- QuickSurveys™

Customer Experience Measurement

- Interactive Voice Response
- Mobile/Web

Banded Communities

- PanelPortal™

Survey Scripting Technology

- AutomateSurvey™

fascinating to see how scenarios unfold. It could be argued that each researcher will have a different take on the findings, yet we have found that when cross-referencing our findings, the fallout information contains key highlights that are consistent. This type of research works best when we build up layers of context, such as demographics over a given period of time, product categories, market sectors and so on. It may seem like we are sifting through a jumble of information – and to a certain degree that is what we are doing – but once you begin to tease out emerging trends and patterns, the solutions start falling into place.

A simple example of this took place when we worked on a major FMCG brand aimed at mothers for their children. We commenced by overlaying the data from research reports dating back three years that related to a broad cross section of product and category issues. In some of the category studies it was clearly established (not surprisingly) that mothers focused on healthy food solutions when purchasing specific types of food products for their children. Digging deeper, we came across several random insights that mothers felt they needed to “treat” their kids at meal times as well as in-between meals. At the time, this insight was given less weight because there were more important developments on which to concentrate.

The themes of treating their children and focusing on healthy food solutions seemed to gel but as

we continued to dig down through the superimposed layers of product and category data, we uncovered controversial insights. Mothers felt obligated to give their children food they had a preference for, whether or not that specific food was healthy. When treating, this was particularly true. In a nutshell, the controversy was that the obligation to treat appeared to conflict with the mothers’ desire give their children healthy options. Combining these insights – healthy treats that kids would love – drove different innovation and new brand-building ideas for the client. Though seemingly obvious, it was never really considered previously, as the research for “healthy” and “treats” was done in separate projects.

Miss the nuances

This type of data review project works best when done manually. There is little doubt that a computer would sift through the data in a matter of hours. It would, however, miss the nuances and threads thrown up – those things for which the seasoned qualitative researcher is looking. Ultimately we don’t know what we are looking for until we uncover it. Currently no amount of computer programming can replace the connections made by the human brain. Unlike quantitative data, qualitative data sets have many more assumptions regarding drivers of attitudes and values and those values are defined by the individual who wrote the report. There are not standards as would be found

in a statistics-based model.

When conducting reviews for our clients, our modus operandi is to group ideas and concepts into themes so that the data can be thoroughly explored and cross-referenced to ensure nothing is missed. Since we are reviewing a much larger data set than we would with a specific product or category research project, there is always a wide range of different connections that occur. We then overlay this with our understanding from other projects and experiences, creating a deeper understanding of the themes uncovered.

One of the key issues is to identify what disruptions must occur to change the rules of the categories. This can be clearly demonstrated as mentioned earlier, where, in one category, mothers focused on healthy food solutions for their children, whereas in another, they felt obligated to provide food their children had a preference for, irrespective of its healthfulness.

We saw this again in another data review project where kids would talk and act differently when out with their friends compared with how they behaved at home. When out and about, they would act their “aspirational age” (usually two or three years older than their chronological age). When at home, they acted one or two years younger than their chronological age. This is not that surprising but when it came to food in particular, innovation and the acceptance of new products was

ONLINESAMPLE. ONLINEPANELS. ONLINERESEARCH.



ESEARCH.COM
esearch@esearch.com



Since 1995, researchers have called on Esearch.com for their online panel needs

Esearch.com, Inc. online fielding support for research www.esearch.com esearch@esearch.com 310.265.4608

significantly slower than in other categories. Children might well say that they want to try new things but the reality is quite different. The specific research review demonstrated that, to be successful, marketers need to better address the paradox of kids' developmental and aspirational drivers (not just with nutritional issues) but with the balance and control delivered by the familiar.

More holistic context

Reanalyzing past market research data is not simply a matter of recycling old information. The objective is to leverage existing learnings in a wider, more holistic context. Beyond merely going back over individual research projects one by one, you must literally superimpose all the insights and see where common threads start to appear. Taken on their own, these insights might have little to no impact, yet when seen in a cross-brand/cross-category context, these insights can start repeating

and compounding, showing that something more fundamental may indeed be going on.

Then, when you couple hindsight with the creation of a multi-dimensional strategic framework, you can begin to separate the so-called "white space" areas of practical application from the theoretical "grey space" areas. This framework helps establish the starting points from which to discuss the best ways of tackling these white and grey areas – focusing on those that may provide the greatest potential. It may well be that what was fashionable a year ago is of little relevance today. But that's not the important issue here. What is important are the drivers of change. Being able to accurately define them is one of the key advantages of the data mining process. From the resulting strategic overview, a series of potential directions can be drafted for future exploration and can, of course, be the subject of further

research in their own right.

Explore new themes

These kinds of research reviews let brand and product category teams discover, without major expenditure, relevant insights that could be further exploited. Undertaken correctly this methodology should provide the internal confidence needed to explore new themes that ultimately lead to new brand extensions and positioning strategies.

So often there is a desire to look ahead and not shackle ourselves with past prejudices. This is a worthy objective. But there is a way to harness the power of hindsight and use it to look ahead. Research reviews, conducted properly with a qualitative mind-set, can do just that. ①

Bryan Urbick is founder and chairman of Consumer Knowledge Centre, a London research firm. He can be reached at b.urbick@consumer-knowledge.com.

Medical

TASTE TEST

Financial/Banking Insurance

Residential Kitchen **MOCK JURIES** Fast Food

Frozen Food **Focus Groups** CLT

SOFT SERVE PIZZA

Soda Pop

Wine

Ice Cream

Frozen Entrees

WHAT'S COOKING AND POURING AT FOCUS? YOUR NEXT TASTE TEST!

- › FULL CONSUMER RESIDENTIAL KITCHEN
- › COMPLETE WITH DOUBLE SINK
- › MICROWAVES, RANGES AND OVENS
- › LARGE 4' DOORS FOR EASE OF ACCESS
- › MINNEAPOLIS OFFERS KITCHEN WITH VIEWING
- › SCOTTSDALE OFFERS KITCHEN WITH REMOTE VIEWING

Individual testing stations for 25 Respondents

Conscientious, experienced staff to administer your test

Ample free parking in all locations



Awarded the IMPULSE 11 Year "TOP RATED" HONOR ROLL

Minneapolis@FocusMarketResearch.com
612-869-8181 Bob Yoerg and Cindy Uttech
480-874-2714 Judy & Ray Opstad
and Lincoln Anderson
Phoenix@FocusMarketResearch.com




Focus Groups, 1:1 Interviews
CLT/Taste Tests for over 40 years

11 YEAR TOP RATED BY IMPULSE
IN BOTH OUR MINNEAPOLIS
AND PHOENIX LOCATIONS

A step forward on measuring marketing research ROI

| By Michael Conklin

snapshot

Thoughts on the research ROI movement and why Coke's approach is important.

What's the real business impact of marketing research? The question of return-on-investment (ROI) for research has emerged in recent years as one of the industry's most-discussed topics. Some companies are already pushing suppliers to prove ROI on a per-project basis. A study from Forrester¹ last spring predicted that within the next three years, more than half of market insights professionals expect to have to quantify their ROI to the business.

ROI measurement is a particularly thorny issue for market researchers. Traditionally, return-on-investment is thought of as a strict financial calculation assessing profit against the costs of investment. But the hard part of calculating the ROI for marketing research is the "R," which is usually measured in dollars generated.

Many market research projects endure a long and complex process from initial definition to final execution, which means the specific value of the output can be difficult to determine. That value is also dependent on how companies use their research data to develop actionable plans that directly impact business results. The critical MR industry dilemma is this:

- ROI is easiest to measure when: results are focused on the short-term; baseline performance standards are known (uncertainty of business success is low); and investments are small and easily changed.
- The value of marketing research is highest when: large investments are at stake;

long time horizons are involved (as in strategy development); and uncertainty of business success is high.

For tactical market research – such as late-stage concept tests, graphics tests or messaging tests – the numbers can be readily measured and ROI can be easily calculated. Even so, it's not always easy to obtain the business data to make the traditional ROI calculation against market research results. Sales and operational metrics are often not shared with the insights department and certainly not shared with research suppliers. How then can we "prove" ROI with this dearth of information?

For strategic, longer-term market research – such as A&U studies, segmentation or migration analysis – the business impact is tremendously difficult to measure. Because of this, a strict focus on ROI can lead organizations to conduct fewer strategic research projects, which can ultimately have a negative impact on long-term business performance.

If we focus on what is easy to measure, we explore the areas where research is least valuable. The critical issue is how to measure the true ROI for marketing research in more complex strategic situations.

Relevancy of insights

At an "ROI on MR" conference last summer, some of the major client organizations attending the event suggested that a different ROI – relevancy of insights – and their impact on business outcomes might be a different, more desirable ROI for which to strive. In order for insights organizations to showcase the value of



quirks.com/articles

ID 20120303



China

WORLDONE ANNOUNCES OUR NEW OFFICE IN SHANGHAI

IT'S WHERE WE WORK.

Healthcare research in China is a job we know well. Already the world's third-largest pharmaceutical market, China is a land of limitless opportunities cloaked in the mysteries of the past. For over a decade, WorldOne has helped companies capture the critical healthcare data necessary to navigate the unknown. Whether Quantitative or Qualitative research, WorldOne is the source.

North America | South America | Europe | Asia-Pacific



market research, we need to strongly align research results with recommendations that directly impact business decisions. Too much research sits on shelves because no actionable plans arise from the data.

This approach would elevate the strategic role of MR and insights organizations, and highlight the benefit of exposing suppliers to the wide variety of business issues that prompt research projects. It would let business decision makers better leverage their research suppliers' knowledge and equip them to better match research results and insights with unique business opportunities. By directly relating insights to alternative decision-making options, as well as correlating customer preferences to bottom-line purchases, the value of research will be boosted.

Pay-for-performance

The concept of pay-for-performance is also emerging as a way to assess the value of market research. Pay-for-performance is used a lot in the advertising world – for example, a company might commission an agency to create and run an ad campaign for an agreed-upon cost of \$X million, setting specific reach or recall metrics for the ad. If the ad reaches the target metric, the company will be paid the full amount; if not, it will receive a percentage of the dollar amount based on the actual performance of the ad against goals.

Coca-Cola has developed a pay-for-performance system² for its market research vendors that has internal

stakeholders evaluating each research project the company conducts – based on a set of criteria covering a number of dimensions, including a quality judgment of the insights provided as well as more interpersonal aspects like the ease of working with the supplier on the project. Points are awarded to grade each project; at the end of the year Coke adds up the total points for each vendor and rewards them with a portion from a bonus pool based on those points.

Although this is a long way from measuring the dollar return of each project, this pay-for-performance system does a number of crucial things:

- It provides a consistent framework for evaluating projects. This is important because it gives the supplier a clear understanding of what the client values in a research project.
- It provides incentives for the supplier to provide more of the services the client values instead of just enough. Since better insights on a project will result in larger bonuses at the end of the year, there is incentive to put the most senior and or insightful people on that client's business.
- It works with current practices, so that projects are still competitively bid and repeat business is still at risk if performance is poor. But, because the system provides incentives outside of the specific project in the form of an annual bonus, vendors are motivated to make the extra effort once a project is under-

way to prove they are better than the competing suppliers at delivering what the client values.

Actually different?

Although a pay-for-performance system uses more broadly-defined criteria for success than monetary impact, it's a step in the direction of measuring the ROI of market research. But how is this actually different from the current state of affairs?

Currently, suppliers design studies so that the resulting research insights have value for the client's organization (even though we can't really know how much actual value there will be since researchers aren't involved in the execution based on the data). Because the sales process is long and complex, research suppliers already have the incentive to develop repeat business from clients – and the best way to create repeat business is to deliver valuable insights on every study. In a way, research suppliers already operate in a pay-for-performance system, in that poor performance yields poor repeat sales.

Acknowledging the need

The discussions going on today aren't the first time the MR industry has tackled the ROI question. But it is the first time that the industry is unified in acknowledging the need to prove the relationship of insights to outcomes. In the meantime, clients and researchers together can achieve a win-win scenario by creating a formalized evaluation system and tying incentives to meeting the evaluation criteria. It's still a long way from true ROI, but, in my view, does a better job of achieving transparency and aligning the interests of both the supplier and the client. 

REFERENCES

¹ http://blogs.forrester.com/richard_evensen/11-04-01-market_insights_professionals_what_are_you_worth

² <http://www.research-live.com/features/coca-cola-vp-says-pay-for-performance-is-on-its-way/4003675.article>

Michael Conklin is chief methodologist at MarketTools Inc., San Francisco. He can be reached at 952-417-4719 or at michael.conklin@markettools.com.



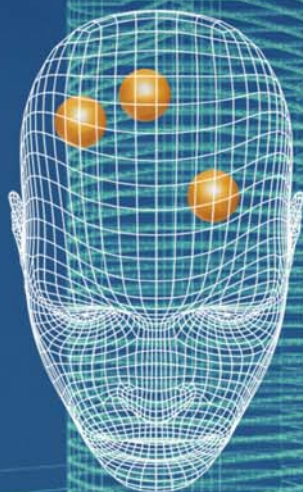
Sabena QUALITATIVE RESEARCH SERVICES
SINCE 1965

Patricia Sabena • Nicole Sabena Feagin

Phone: (203) 454-1225
Fax: (203) 292-9679
Email: psabena@qual.com, nsabena@qual.com
Web: www.qual.com

119 Field Point Drive • Fairfield, CT 06824

The Premier Online Consumer Panel



MindField
internet panels

mindfieldonline.com/client
jmace@mcmillionresearch.com
800-969-9235



Data Quality
Is Our Responsibility

A M C M I L L I O N C O M P A N Y

●●● gamification

Not just playing around

Where gamification came from and why it could be here to stay

| By Tom Ewing

snapshot

BrainJuicer's Tom Ewing explores the rise of gamification and looks at where it might be headed as a research tool.

If the research industry gave an award for Buzzword Of The Year, gamification would've nabbed the prize last year. Gamification is an umbrella word for the act of adding any kind of game mechanic to a non-game situation in order to influence people's behavior. For marketing researchers, for example, that could involve turning survey questions into a game in order to improve engagement – as detailed by gamification champion Jon Puleston of GMI in a two-part article series in the late January and early February editions of Quirk's e-newsletter.

A gamification paper given by Puleston – exploring the effects of turning surveys into game-like experiences – won an award at the 2011 ESOMAR congress. But Puleston's tireless advocacy is only part of what made gamification such a hot topic last year. Another piece of work, by BrainJuicer's Peter Harrison, about using games to explore decision-making contexts, was voted best presentation at ESOMAR 3D. And Ray Poynter's Web-driven NewMR organization kicked off 2011 with a virtual mini-conference on the subject.

Puleston's pieces for Quirk's jumped right into the practicalities of gamification and how to apply it in a survey context. I want to look at its roots and possible future. If you understand where gamification comes from, you'll be in a much better position to clarify its purpose and potential in research.

Gamification has two qualities that combine to make it unbeatable at sparking discussion, even as we move into 2012. Firstly, it promises to make research fun – for participants, researchers, maybe even buyers. Games are the most vibrant art form of the 21st century and gamification hints that some of their allure can be sprinkled over our less glamorous business. But secondly – and more importantly – gamification sparks researchers' creativity. "Gamification is an idea that stimulates the imagination, that opens up the door to innovation," says Puleston. "I already see it empow-



quirks.com/articles • ID 20120304



ering innovation across the market research industry.”

A cynic, however, might point out that the reason gamification is such a spur to creativity is that it’s usefully vague. For a start there’s a gap between what researchers imagine gamification is and the more mechanical systems associated with its use by marketers. Gamification software provider Bunchball, one of the leading companies in the field, offers a fairly typical list of services: leaderboards, points systems, badges to be handed out for achievements. While you can easily imagine these being used by panel companies and MROCs – indeed they already are – they don’t have a lot in common with the idea of gamifying surveys.

But with a mandate as wide-ranging as “use game mechanics,” gamification is what you make it. Is it a set of techniques or a way of thinking about research design? Is it consistent with existing methods or revolutionary? Is it about respondent engagement or does it cast its net wider? And most important of all: Is it proven or dangerous? The answers to even the biggest questions around it vary depending on who’s answering.

Where gamification comes from

To understand how an apparently simple concept can be so slippery and controversial, it helps to understand where gamification comes from. The term was coined by marketers at the end of last decade – it doesn’t show up on Google Trends until 2010. But its intellectual roots go back further than that. Gamification may draw inspiration from game design but its real parents are two phenomena which are already having a huge impact on marketing and research: behavioral science and social media.

Behavioral science, as its name implies, concerns itself with behavioral change and the reasons for it. This article can’t do justice to a colossal subject, but in a nutshell what behavioral science teaches researchers is that the idea of consumers making decisions based on ratio-

nal trade-offs is highly questionable. Many decisions are based on a host of irrational biases and rules-of-thumb, which researchers need to take into account if their work is to present a realistic picture of human behavior. What does this have to do with gamification, though? The answer is that many of the mechanics games use – particularly for rewarding and motivating players – also tap these behavioral biases. For instance, psychologists have discovered that intermittent, unpredictable rewards are more motivating than predictable rewards, so most games are careful to offer occasional rewards or bonuses.

Behavioral science explains much of gamification’s toolkit, but it was social media that created the conditions for it to really thrive. The most powerful motivations gamification taps are social ones – the drive to compete, collaborate with and copy friends. Social networks were not only terrific venues for these activities, they were an amazing source of new participants. The most prominent early example of a social network building game mechanics into its operations was the location-based service foursquare, whose systems of competitive “Mayorships” and publicly displayed badges set a template for thousands of marketers.

Box of tricks

In marketing terms, gamification seems inextricably linked with engagement: It’s a box of tricks designed to increase loyalty, usage and enjoyment of a product or service. Engagement in research is also a hot topic, so predictably it’s featured heavily in the ways gamification has been used by researchers so far. But the research spin on game mechanics has been subtly different.

Puleston, whose work helped spark researchers’ current interest in gamification, says his initial interest in game mechanics dates back to 2008. “We asked people to recall some ads and found we got significant improvements in feedback when we made it more competitive,” he says. Follow-up experiments using role-playing methods in surveys showed similar results and Puleston realized that, “when we made things fun for respondents we could get a lot more feedback.”

This improvement in feedback quantity and richness is the cornerstone of basic research gamification. As detailed in the Quirk’s e-newsletter articles, Puleston has continued to experiment with breaking down the barriers between research and entertainment. Instead of simply picking a favorite brand, participants in a Puleston survey, for example, find

themselves on desert islands or saving products from house fires.

Goal is completely different

It all sounds like fun. But is that enough? Betty Adamou, founder of gamification start-up Research Through Gaming, makes the point that gamification specifically tailored to research needs has only just got started. "The goal in research is completely different to the goal in marketing," she says. Even if both disciplines preach engagement as a primary reason to gamify things, the kind of engagement they desire is very different. Gamification for marketers is about stickiness – keeping people coming back and doing things they otherwise might not. Research faces a stickiness problem too – high dropout rates and falling response rates – but its solutions have tended to lean toward making surveys shorter and easier, not more involving. The engagement promised by gamification in research is a creative, inspirational engagement.

For Adamou, what's important isn't the process, but the attitude – not

gamification but making things "gameful." "Being gameful is approaching something with a playful attitude and making it more like a game," she says, putting the emphasis on the respondent experience, not simply on the mechanisms used. She calls her research participants "playspondents" and wants to create a new kind of research experience, one that will let her reach hard-to-crack target audiences and ask new kinds of questions.

Not universally embraced

For all their apparent success in engaging respondents, gamification techniques have not been universally embraced by researchers. Broadly, the objections fall into two camps. The first, and most serious, caveat is that gamifying survey questions in this way induces enormous research effects: Altering the context of questions doesn't simply make them more fun, it changes their meaning. If you're running a continuous study, gamified questions might potentially derail your data.

The second caveat is more of

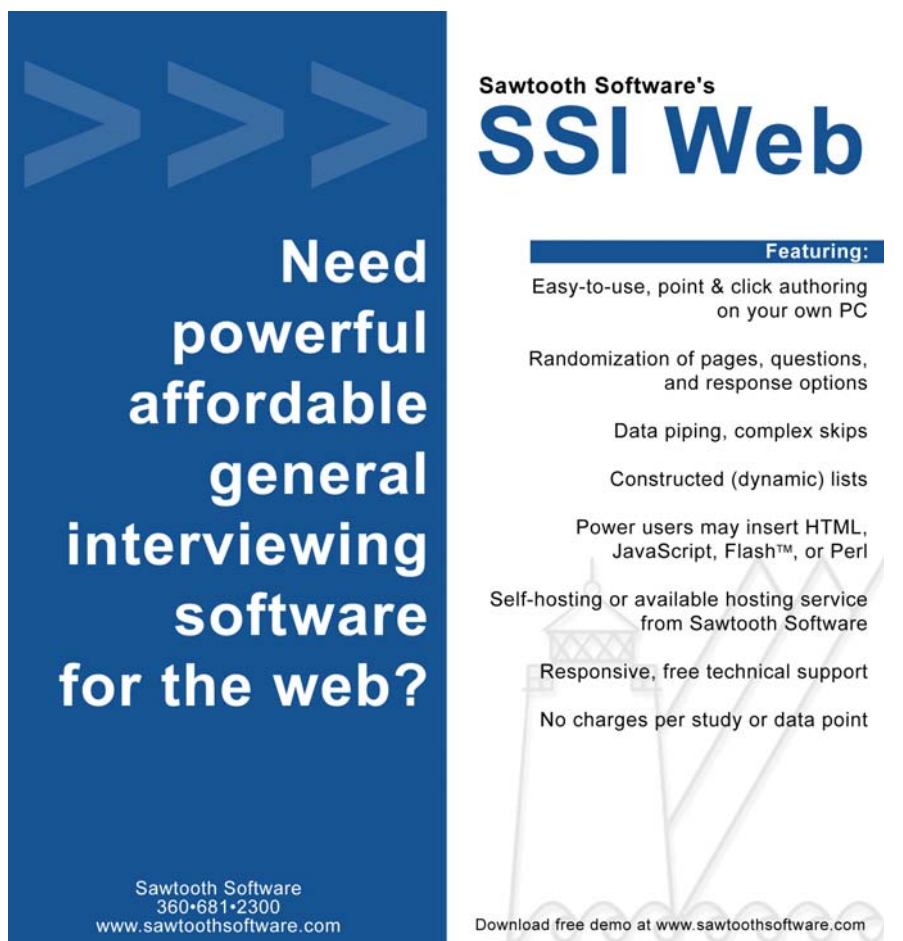
a shrug, and often comes from qualitative researchers: Are these ideas really anything new, they ask? Focus groups have included game-like elements for decades and many of the more exciting, recontextualized questions detailed by Puleston read like quantitative forms of projective techniques.

This second objection is easy to answer: Absolutely, research gamification has been happening for years. Every survey, community or focus group we work on has something fundamental in common with a game: It's a piece of user-experience design. The aims of the design are different – put crudely, we want information; game designers want word-of-mouth and repeat business – but a bad user experience is as fatal to a research project as it is to a game. So the novelty of gamification is more a shift in emphasis – putting these experiential aspects to the fore – than it is genuine innovation. The hidden message of gamification is that our choice isn't between creating research games or not doing so – it's between making dreadful games or slightly better ones.

The first objection is tougher to overcome. Does gamification change research data? The answer seems to be a qualified yes: Puleston, in collaboration with Element 54's Bernie Malinoff, has started to work on assessing how far his gamified questions change the content (rather than just the quantity or richness) of the data they generate. For instance, do gamified concept tests preserve the rank order of the concepts they assess, when measured against more traditional approaches? For many questions, the order stays the same, but for some it changes. Puleston and Malinoff's findings – available in their award-winning ESOMAR paper – are unlikely to reassure research buyers in charge of tracking studies, for whom consistency is vital.

Changing research for the better?

Of course what such investigations don't tell us is whether gamification is changing research data for the better. All shifts in data collection techniques have research effects but if the shift is consistent, or if the new methods can be shown to better reflect reality, this



Sawtooth Software's
SSI Web

Featuring:

- Easy-to-use, point & click authoring on your own PC
- Randomization of pages, questions, and response options
- Data piping, complex skips
- Constructed (dynamic) lists
- Power users may insert HTML, JavaScript, Flash™, or Perl
- Self-hosting or available hosting service from Sawtooth Software
- Responsive, free technical support
- No charges per study or data point

Download free demo at www.sawtoothsoftware.com

Need powerful affordable general interviewing software for the web?

Sawtooth Software
360-681-2300
www.sawtoothsoftware.com

Online Advertising Testing...Worldwide

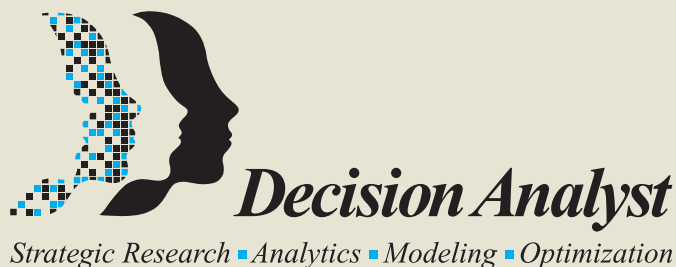


Our suite of industry-leading, Internet-based advertising testing systems can be simultaneously executed in multiple languages in multiple countries.

- CopyScreen® — A system to screen 10 to 20 early-stage advertising concepts in print format.
- CopyCheck® — A system to provide diagnostic feedback for early-stage print, radio and TV animatics.
- CopyTest® — A comprehensive advertising pretesting system for TV, print and radio.
- CopyTrack® — A complete advertising tracking system, including ad recognition and evaluation.

We have over 8,000,000 individuals in our worldwide Internet panels ready to evaluate your new commercials. **Let us help you improve your advertising research systems.**

Call 1-817-640-6166
or visit www.decisionanalyst.com



604 Avenue H East ■ Arlington, TX 76011-3100

© 2012, Decision Analyst, Inc.

FREE STATS™ statistical software
www.decisionanalyst.com/download.aspx

is not necessarily a problem.

Puleston is convinced that the richness of gamified data suggests this improvement but it's also worth asking why gamified surveys might change data to such an extent. Peter Harrison of BrainJuicer believes he has the answer – it's because games change the context of decision-making, an insight that takes us back to gamification's roots in behavioral science and motivational psychology. "What behavioral economists


call the 'context gap' is the biggest secret problem in research," he says. "The context you make a decision in affects that decision but not in ways you can rationally access when you're filling in a survey." But games, says Harrison, change the context by putting people in emotional "hot states" where they make different decisions. So if researchers can create games that put people in the state they're in when they make the decisions they're trying to measure, they should end

up with results from games that are better, not just different.

This context-based gamification is very much in its infancy. Obviously, for it to work, researchers will have to demonstrate that they can "hack" decision-making context using game techniques. There is some precedent for this – game designers themselves have a keen interest in the emotional and cognitive states their games create, with psychologist Mihaly Csicszentmihalyi's work on highly-engaged "flow" states a foundation stone of game design thinking. The exploration of cognitive states offers a potential solution, at least, to the questions that naturally arise from turning surveys into games. Do games change research outputs? Yes – for the better.

Break away from their roots

If there's a future for gamification in research, it seems to me most likely to lie in these kind of experiments – ones that break the techniques away from their marketing roots and look for uses that are specific to research. Finding these uses will help those researchers interested in the topic to survive the growing backlash against gamification. Away from research, this is gathering pace – led initially by game designers themselves, who slammed many gamification efforts as either shallow or simply exploitative. A game can't be reduced to its mechanisms, they would argue, offering the less catchy "motivational design" as an acceptable alternative.

Gamification experts in marketing have learned to pay lip service to these criticisms but the solutions they offer still tend to fall back on the predictable trinity of badges, points and leaderboards. You don't have to be a gaming purist to realize that there must be a limit to the number of unlockable achievements or badges a consumer will care about. By moving away from these crude mechanisms and emphasising its unique uses in research, gamification's advocates are giving it a fighting chance of becoming more than just another buzzword. 

Tom Ewing is digital culture officer at London-based research firm BrainJuicer Inc. He can be reached at tom.ewing@brainjuicer.com.



Premptive. Proactive. Projective.

Quantitative | Qualitative | Thoroughbred Online | Data Collection

For over 35 years clients across the country have relied on **Thoroughbred Research Group** for quantitative and qualitative research that is proactive and projectable. They value our expertise in blending cutting edge multi-mode methodologies with traditional research like telephone and in-person focus groups.

We invite you to learn more about us at www.torinc.net. Download our case studies and explore our solutions and methodologies. You'll discover how our consultative design approach leads to a high level of trust in our data collection and analytics. You'll see why our clients depend on our research expertise for making critical business decisions.

Contact us today for your next full service research initiative or data collection only research project. You'll discover a team that is Consultative, Trusted and Dependable.

Scan with your mobile phone to find out more about Thoroughbred Research Group.



1941 Bishop Lane, Ste 1017, Louisville, KY 40218

Brad Larson

215-688-8469

brad.larson@torinc.net

Vic Walsh

502-338-6375

vic.walsh@torinc.net

www.torinc.net

DATA DRIVES DECISIONS. WHAT DRIVES YOUR DATA?

DON'T TAKE CHANCES. From which markets to enter to what products to develop, solid business decisions rest on the soundness of market data. GMI understands this. Our solutions ensure an online panel that truly spans the globe, higher response rates and more balanced data sets.

GMI Pinnacle—patent-pending sample methodology for ensuring true nationally representative sample frames via blended sources

GMI Interactive—innovative online surveys that engage respondents and provide more insightful data

GMI AdTracker—online ad campaign tracking that combines panelist's online behavior with attitudinal survey data

GMI Global Panel—millions of highly profiled quality respondents from around the world, with detailed sampling when you need it

GMI Survey Services—hosting, programming, translation and data processing solutions to keep your surveys on track and on time

GMI DELIVERS the right people, at the right time, for the right results, every time.

Find us online at GMI-MR.COM or call **+1 206 315 9300** to learn more.



GLOBAL HEADQUARTERS & AMERICAS | Seattle, USA | +1 206 315 9300

ASIA PACIFIC | Sydney, AUS | +61 2 9290 4333

EMEA | London, UK | +44 (0)20 7399 7010

Boston, USA
Chicago, USA
Hamburg, DEU
Hong Kong, CHN

Los Angeles, USA
Minneapolis, USA
Munich, DEU
Paris, FRA
Shanghai, CHN

Singapore, SGP
's-Hertogenbosch, NLD
Valencia, ESP
Vancouver, CAN

●●● pharmaceutical research

Built to last

Use research to make sure your product's positioning is solid, relevant

| By George Pettinico



snapshot

Boehringer Ingelheim's director of marketing research on why you shouldn't launch a product until you get the positioning right.

One of the most important aspects of any brand's success is positioning. Simply put, positioning is the specific image, theme or idea that a brand creates in the minds of consumers. At my company, Boehringer Ingelheim Pharmaceuticals Inc., we think of positioning as the few words that pop into a customer's head when he/she thinks about your brand. For BMW, it's "the ultimate driving machine." For Walmart, it's "lots of choices at a really low prices." For Flomax (a brand I spent a lot of time working on), it's "a medication that can significantly reduce men's urinary symptoms associated with BPH, fast – in a week or less."

Positioning is the bedrock upon which all messaging and communications to your customers are built. If you get the positioning wrong – and by wrong I mean it's not relevant to target customers, or not tied to an underlying customer need or want, or not differentiated from the competition – everything else (such as your flashy \$100-million ad campaign) will collapse like a house of cards.

Note on pharma research: In pharma and other health care areas, we often create positioning for health care professionals (doctors, nurses) and well as consumers (patients). This article deals strictly with consumer positioning. However, there should be alignment and synergy between the two.

Despite its importance, many brands are launched with suboptimal positioning, and they often can never recover from it. This usually happens because the companies don't invest the time needed to do the right marketing research to help develop optimal positioning. Here is the marketing research game plan that I found helps develop the most successful positioning for a new product launch. While I work in health care, these basics apply to pretty much every industry.

Step one: Start with consumer insight mining.

First, dig deep into the psyche of the consumer. You need to understand your custom-



quirks.com/articles • ID 20120305

America
trusts
our telephone experience



It's a fact! Across America, **McMillion Research** is the trusted source for consumer research and data collection. For more than 30 years, America's top companies, associations and government agencies have counted on our experience and services to reach their most important decisions.

100 Web Capable CATI Stations

Digital Recording Capabilities

Online Real-Time Reporting

CfMC WebCATI and Sawtooth Online Programming

Online Interface for Enhanced Quota Control & Monitoring Capabilities

Employee and Customer Satisfaction Surveys

National Physician and Executive Interviewing

State of the Art Focus Group Facility

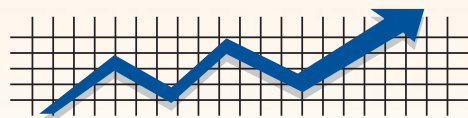
Mindfield™ Online - Complete Online Panel Services

Breakthrough™ Health Care Research Services

(800) 969-9235

www.mcmillionresearch.com

jmace@mcmillionresearch.com



ers' needs, wants, aspirations and self-image in your category. If your company already has products in the category, you may know much of this. If not, get ready for a lot of work. I like doing good-old focus groups for this. In my industry, before we launch a new medication or patient program, we would recruit roomfuls of current sufferers to talk about how they live with their condition. What are their hopes, fears, needs? What works for them to help make living with the condition easier? What makes it rough? For Flomax, we learned that BPH (enlarged prostate) sufferers strongly desired fast relief from their symptoms. This was a driving motivation beyond almost anything else.

A good moderator can use laddering and projective techniques to get at deep-seated emotions. In addition, I also like ethnographic research. Watch your target consumers as they normally act in your category. Marketing researchers are also doing a lot of smart consumer insight mining on the Web, such as via online communities or listening in to chat rooms.

Step two: Develop a perceptual map of the competition.

Next, you need to understand where your competition sits in the minds of consumers. Conduct a quantitative survey of consumers in your category to measure the awareness and brand equity of existing brands. What positioning do these brands own? What kinds of people do consumers think each brand is for? You need to know this so you can stake out a differentiated claim for your brand. Augmenting the quant survey with some qualitative work (one-on-one interviews or focus groups) to dig deeper into how consumers really think about the competition is useful as well.

Step three: Identify your optimal target.

So far, I've talked about researching consumers in general in your category. That's a great place to start. But a brand cannot target everyone. You now need to identify your

target segment. The work you do in steps one and two gives you the lay of the land necessary to start thinking about this. Also, you now need to think long and hard about your product/brand and what it can reasonably offer. If you are Walmart, you know you are not going to position your chain for the luxury buyer. So, conduct a large-scale quantitative survey of category buyers and ask them questions about their needs, preferences, wants and dreams as they relate to the category (all the relevant things you learned in insight mining). From that, you can identify a segment where the consumers' attributes best align with what your product can actually deliver. Augment the quant work with qual work to flesh out the inner thinking of your target segment even more.

Note on pharma research: In all industries, target segments are based mainly on demographics, attitudes and behaviors. In pharma research, there are a few more factors: Where is the consumer in his/her treatment journey? And, is he/she in the appropriate place medically to benefit from the drug? This is critical to factor into the targeting. In some therapy areas caregivers must also be factored into the equation, as they are often the targets of communications.

Step four: Qualitatively test draft positioning statements.

Now that you've identified your target segment, your marketing colleagues and their agency can begin to draft positioning statements for the brand. Make sure your colleagues have the results from steps one, two and three in front of them when they do this (it's your job as the marketing researcher to make sure they do). The positioning statements tested with consumers should be lengthier than the shorthand version I offered at the start of the article. The statements should have four elements: 1) who the product is for; 2) what the product's core appeal (positioning) is; 3) some proof, rationale or story to support its positioning; and 4) what the payoff is to the consumer.

Below I offer an automotive

example and a pharma example. (Positioning statements can be developed simply by watching ads for the product and spending time perusing its Web site.)

Toyota Prius draft positioning for consumer testing

- For the smart car buyer who cares about the environment and saving money at the pump.
- The new Toyota Prius offers true harmony between man, nature and machine.
- It does this by its 50-m.p.g. rating and significantly reduced emissions.
- So you know you made the smart choice for yourself and the Earth.

Flomax draft positioning for consumer testing

- For men who are experiencing urinary symptoms due to BPH.
- Flomax is an FDA-approved medicine that significantly reduces these urinary symptoms fast – in less than one week.
- In clinical trials, it has been shown to relax the muscles in the area of the prostate, allowing urine to flow more easily.
- To let you get back to living a more normal life, without all those urinary interruptions.

Test the draft positioning statements either in one-on-ones with target customers or in very small groups (no more than triads). Test the statements on: relevance, uniqueness, credibility, clarity and motivation (to purchase). In the research, include the positioning statements of your competitors as well (unbranded). Be sure your draft positioning ideas do at least as well if not better than the competition (preferably better). Make sure your marketing colleagues take the learnings from this phase and rewrite the positioning statements. You may need to repeat this research step twice or more before the positioning statements are truly optimized.

Note on pharma research: In pharmaceutical research, sometimes at this step it's worthwhile to show consumers a product profile (basic efficacy, safety/side effects and dosing information in consumer-friendly language). Then, you can see if they feel the draft positioning statements are a fair representation of the medication. If consumers perceive a disconnect between what the medication offers and

the positioning, you need to think harder about the positioning.

Step five: Quantitatively test draft positioning statements.

Qualitative research is great for insight-mining and getting useful feedback on draft items. However, I never feel I've answered a business issue as critical as this until I've done some rigorous quant work. There's nothing like a large, representative survey among your target consumers to confirm findings. So, monadically test your top few (three or four) positioning statements in a quant survey. Be sure to work several things into this study. First, get quantitative reads for each statement on relevance, uniqueness, credibility, clarity and motivation. Also, include the positioning from your competitors and do a preference share exercise. Based on the positioning, which product would they buy – yours or the competition? Many respondents may recognize the competition from the positioning (despite keeping it

unbranded) but that reflects reality anyway. Your new positioning will need to do well against your competition's established positioning in the marketplace. Also, work with a research company that has industry norms for positioning as an additional gauge (most of the big research firms have them).

Not done yet

After you do all this, you should have the information you need to launch your product with some pretty solid positioning. From that positioning, your communications, ad campaign and all promotions will be built. But you are not done yet!

Once in-market, you need to conduct tracking surveys with target consumers. Include a solid list of brand equity items. You want to get high marks on the items that best align with your positioning.

Also, a question I like to ask, open-ended, in these studies is, "How would you describe BRAND X? Please explain in a few words." Hopefully, target consumers will

play back in their own words the right positioning (sure, some will mention your spokesanimal or whatever but you can dig past that). If they are not playing back your positioning in some form, then either its is not well-defined or your ad campaign is not successfully communicating your positioning. Time to get the team together and think hard about what's going on.

The foundation

This is a lot of work. It takes time and money to do all the research necessary to ensure an optimal positioning. But, you have to do it! Think of all the money your company will spend on advertising and promotions. Like the foundation of a house, your product's positioning is what your marketing rests upon. Make sure it's as solid as can be. ①

George Pettinico is director of marketing research at Boehringer Ingelheim Pharmaceuticals Inc., Ridgefield, Conn. He can be reached at 203-791-6710 or at george.pettinico@boehringer-ingelheim.com.

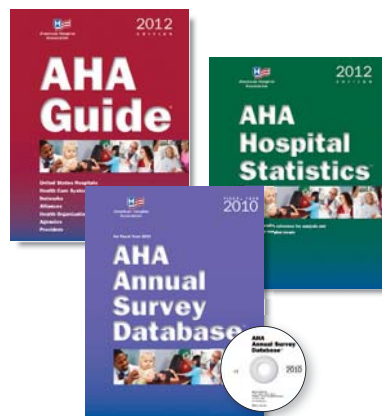
RUSTED. TIMELY. CUSTOMIZABLE. EXCLUSIVE. PROPRIETARY. TRUSTED. TIMELY. CUSTOMIZABLE. EXCL
CLUSI
PRIETARY. TRUSTED. TIMELY. CUSTOMIZABLE. EXCLUSIVE. PROPRIETARY. TRUSTED. TIM
MELY
CLUSIVE. PROP
RUSTE
CLUSIVE. PROPRIETARY. TRUSTED. TIMELY. CUSTOMIZABLE. EXCLUSIVE. PI
RUSTED. TIMELY. CUSTOMIZABLE. EXCLUSIVE. PROPRIETARY. TRUSTED. TIMELY. CUSTOMIZABLE. EXCL



American Hospital Association Data Products

The AHA offers data that are exclusive, current and accurate. For example, the *AHA Guide* contains *AHA Annual Survey Database™* data with timely information on 6,500 U.S. hospitals, 400+ health care systems, networks and alliances. *AHA Hospital Statistics* offers comprehensive trend and statistical information for U.S. community hospitals.

The *AHA Annual Survey Database* contains 1,000+ data fields with details on hospital service lines, community benefit indicators, physician arrangements, staffing, utilization, expenses and much more. It is a primary reference for researchers, marketers and planners in health care, business, academic, and government institutions. Visit our website for more details.



www.AHAdata.com

155 North Wacker Drive, 4th Floor
Chicago, Illinois 60606
www.HealthForum.com



●●● pharmaceutical research

Finding the way in

A typology of managed care organizations

| By Ed Siebert



snapshot

Examining and classifying managed care organizations will give pharmaceutical companies insights into how best to work with them.

Increasing competition in the managed care industry along with a need to service a growing number of national clients that require similar sets of benefits across their many national affiliates has caused a movement toward a more centralized business model. As the activities of managed care organizations (MCOs) become increasingly national in scope, smaller regional plans fall prey to larger organizations as the latter attempt to position themselves in a marketplace where corporate consolidation and increasing competition have become the norm. As many MCOs have acquired new regional affiliates, they have moved toward a national focus for their plans.

In examining the corporate structures of managed care organizations, it seems apparent that MCOs can be typified according to a set of criteria that would allow for the development of a typology of organizations. The typology laid out in Figure 1 and Table 1 identifies three general types of MCOs: the centralized, the transitional and the decentralized. Each of these categories is intended to place individual organizations within a cognitively-useful framework that should make classifying and understanding their organizational structures simpler.

Centralized

Centralized organizations are those that have consolidated their business practices into a strict hierarchical corporate structure, where the national headquarters maintains rigid control of nearly all functions of the organization. Regional plans serve to administer local benefits and address local market needs but they do so under the auspices of the national organization. Formulary design, contracting, disease state management (DSM) programs and treatment algorithms are all developed by the national organization and disseminated to the regional affiliates in a strict top-down manner. Local or regional plans may have some leeway to make modifications based on local market conditions but these tend to be minimal. While these kinds of organizations may be willing to work with pharmaceutical companies, access is clearly restricted to the corporate level. The best strategy would appear to be one that emphasizes cooperation



quirks.com/articles • ID 20120306



MedQuery

*difficult medical recruiting
made easy...*

Physicians, Patients,
Pharmacists, Nurses,
Hospital Executives,
Managed Care

*MedQuery
Chicago focus
group facility*

Highest Rated
Facility in Chicago
Impulse Survey 2009

Contact  Today...

RFP@medqueryinc.com

www.medqueryinc.com

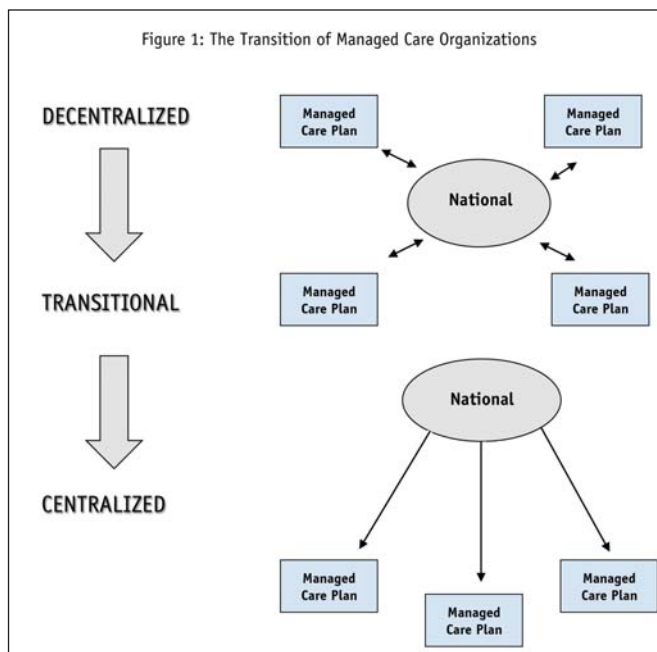
877.666.8863

with the corporate organization and deemphasizes attempts to access regional plans. In fact, some organizations may sever contact with a pharmaceutical company if the latter provided unauthorized information to regional organizations.

Transitional

Transitional MCOs are those that are moving toward consolidation of their business practices but have not yet reached a stage of strict centralization. Reasons appear to vary among organizations; however, it would seem that most MCOs falling into this category are still in the middle of their growth phase. They have recently acquired new regional plans and/or have only of late moved to a more national focus.

While it is likely that some of these MCOs may become more centralized as their new structure matures, it is also likely that some will remain less centralized since the degree of possible centralization may depend on the type



of regional plans that are part of the corporate structure. Relatively homogenous organizations – those that are composed of the same type of plans, e.g., IPAs or PPOs – that do not require high degrees of regional autonomy will find centralization more natural.

On the other hand, those organi-

zations composed of either more heterogeneous plans (those with multiple types of regional plans) or plans that require greater amounts of regional autonomy (such as group models) may find strict centralization more difficult, if not impossible, to achieve.

Transitional plans typically have centralized, yet quasi-democratic, formulary processes. With this type of structure, regional organizations tend to have some leeway over which medications are placed on formulary, either by direct vote on the national P&T or through other formal procedures. DSM programs may be

developed either regionally or nationally. Treatment algorithms are usually developed as national guidelines but regional plans may have significant leeway in how those algorithms are applied. Pharmaceutical company access to regional organizations tends to be less restrictive within transitional



M3 GLOBAL RESEARCH

Epocrates and M3 Global research have partnered to become the world's largest verified physician and allied HCP panel providing you with some of the best healthcare market research globally.

Let us help you meet your comprehensive research needs. Contact us at:

marketresearchservices@epocrates.com or
marketresearch@USA.M3.com

Table 1: A Typology of Managed Care Organizations

Centralized

Structure: Typically characterized by top-down corporate management where regional plans have little or no input into corporate decision-making.

Formulary: Autocratic - tends to be generated through a strong national P&T committee with little input from regional or local plans.

Contracting: Either through a PBM or a process based at corporate headquarters.

DSM Programs: Tend to be lodged in the corporate headquarters and disseminated to regional/local plans.

Treatment Algorithms: Developed nationally and disseminated to regional/local plans.

Access Strategy: At the corporate level. These plans have procedural barriers in place to dissuade pharmaceutical companies from gaining access at the regional level. In some cases, persistent attempts to penetrate regional plans may hinder national relationships.

Transitional

Structure: Typically characterized by relatively strong corporate management but where regional/local plans have varying levels of autonomy.

Formulary: Quasi-democratic - tends to be driven by a national P&T committee but regional/local plans have input, sometimes significant.

Contracting: Usually carried out by a national PBM or by the national headquarters.

DSM Programs: May be developed either regionally or nationally.

Treatment Algorithms: Typically, national guidelines are established that regional/local plans may modify.

Access Strategy: At both regional and corporate levels, focus depends on program or business issue at hand. Move soon to develop a regional relationship since transitional plans are moving toward a more centralized structure, although these plans appear to be having some difficulty in attaining this centralization in the near-term.

Decentralized

Structure: Corporate organization serves role of consensual arbiter for regional plans. Slower response to corporate issues because rapid-acting leadership is lacking.

Formulary: Decentralized - national P&T is consensus-oriented with regional/local plans determining type and contents of formulary.

Contracting: Internally through national organization.

DSM Programs: Developed regionally.

Treatment Algorithms: Developed regionally but may lead toward national consensual guidelines.

Access Strategy: At both regional and corporate levels, with regional focus depending on goal of particular access. Typically contracting issues developed by corporate, while regional plans develop DSM and other programs.

MCO plans, although the degree of regional access appears dependent on the focus of entry. For example, MCOs in a transitional stage may clearly restrict the access of pharmaceutical companies to the national organization for formulary issues but allow broad access to regional organizations for the development of DSM programs.

Decentralized

As its name implies, the decentralized category of MCOs describes those organizations that tend to have a relatively weak centralized structure. In these cases, the corporate headquarters tends to serve more as an arbiter for the regional plans than as a directing, centralizing force. Guidelines for various corporate programs may be developed at the national level but it is apparent that key decision-making is carried out regionally. While the formulary is established by the national organization, regional organizations have defining authority. The decentralized MCO may be accessed through both regional and national levels; however, it provides the most open

BE REAL — GO LOCAL!

YOUR LOCAL ONLINE PANEL PROVIDER
IN RUSSIA, UKRAINE, KAZAKHSTAN,
AND THE BALTIC STATES

PANEL SIZE

Consumers:
500k+

Automotive:
120k+

B2B IT:
15k+

Patients:
200k+

Physicians:
50k+



www.omirussia.ru/en

rfp@omirussia.ru



Research Company Spotlight - Pharmaceutical Products

Below is a list of firms from our Researcher SourceBook™ specializing in pharmaceutical products.

ACCE International
905-828-0493 x242
www.acceintl.com

all global
212-271-1200
www.allglobal.com

**American Hospital Assoc.
Data Health Forum** » SEE AD p. 39
312-893-6893
www.AHAdata.com

Answers & Insights Market Research
888-815-9901
www.answersandinsights.com

Attitude Measurement Corporation
610-238-9200
www.amcglobal.com

Authentic Response, Inc.
1-888-AR-PANEL
www.authenticresponse.com

B2B International
914-761-1909
www.b2binternational.com

Blackstone Group
312-419-0400
www.bgglobal.com

BRAN1FF Qualitative Research
52-5-52033368
www.bran1ff.com.mx

Burke, Incorporated » SEE AD p. 59
800-688-2674
www.burke.com

Campbell-Communications, Inc.
718-671-6989
www.campbell-communications.com

Camille Carlin Qualitative Research, Inc.
914-332-8647

Catalyst Group
212-243-7777
www.catalystnyc.com

Communispace
617-607-1400
www.communispace.com

Consumer Insights Group
703-327-4485
www.cigresearch.com

Creative Waves Research
914-747-8086
www.creativewavesresearch.com

CRG GLOBAL, INC.
386-677-5644
www.crgglobalinc.com

CRM Metrix
201-617-7500
www.crmmetrix.com

D/R/S HealthCare Consultants
704-668-5658
www.drmsimon.com

Demoskopea S.p.A
39-06-8537521
www.demoskopea.it

Digital Research, Inc.
207-985-7660
www.digitalresearch.com

Directions In Research, Inc.
800-676-5883
www.diresearch.com

DLG Research & Marketing Solutions
713-795-5503
www.dlgresearch.com

The Dominion Group
703-234-2360
www.thedominiongrp.com

Epocrates, Inc. » SEE AD p. 42
650-227-1756
www.epocrates.com/quickrecruit

Estudio Silvia Roca Barcelona
34-93-451-53-10
www.estudiosilviaroca.es

FCP Research
412-279-5900
www.fcpresearch.com

Firefly Millward Brown
203-429-9259
www.fireflymb.com

First Insights
212-926-3700
www.firstinsights.com

Focus Latino
512-306-7393
www.focuslatinomarketresearch.com

FocusVision Worldwide
203-961-1715
www.focusvision.com/home.aspx

Geo Strategy Partners
770-650-8495
www.geostrategypartners.com

GfK Kynetec
314-878-7707
www.gfk-kynetec.com

**Group Dynamics in
Focus, Inc.** » SEE AD p. 58
866-221-2038
www.groupdynamics.com

Hartt and Mind Market Research
860-236-1499
www.HarttAndMind.com

HCD Research, Inc.
908-788-9393
www.hcdi.net

Wayne Howard & Associates
909-624-5713
www.waynehoward.com

Interclarity Research & Consulting, Inc.
317-706-0046
www.interclarity.com

Ipsos Health
212-265-3200
www.ipsos-na.com

iServices
973-599-3535
www.iservicesgfk.com

Just Qual, LLC
941-882-0204
www.justqual.com

Just The Facts, Inc.
847-506-0033
www.jtfacts.com

Kadence International
508-620-1222
www.kadence.com

The Key Group
800-816-5391
www.keygroupresearch.com

KGC
941-951-1111
www.kgc-qualitative.com

Kinzey & Day Qualitative Market Rsch.
804-339-2748
www.kinzeyandday.com

Language Logic
513-241-9112
www.languagelogic.info

Lightspeed Research
908-605-4500
www.lightspeedresearch.com

The Livingston Group for Marketing, Inc.
603-537-0775
www.tlgonline.com

M/A/R/C® Research » SEE AD p. 79
800-884-6272
www.MARCresearch.com

Market Dimensions Inc.
213-254-0416
www.market-dimensions.com

Market Probe, Inc.
414-778-6000
www.marketprobe.com

of all organizations since regional plans may be approached on an independent basis.

Implications for the pharmaceutical industry

As discussed earlier, the more centralized MCOs generally control the business practices of their regional affiliates in most areas, including in formulary, general disposition of benefits (such as hospitalization and emergency procedures), disease state management, treat-

ment algorithms and other areas. Those MCOs classified as transitional in nature tend to allow their regional affiliates a greater degree of autonomy in some business areas such as local sales, marketing and credentialing, yet tend to retain control of formulary and other key benefit areas. Lastly, decentralized MCOs allow their regional plans the greatest degree of autonomy in areas such as establishing benefits, DSM and other programs and may in fact have little control over key areas of business, including the

final form of the formulary.

The typology presented here would clearly be useful in the development of a general strategy for each type of organization. Such an approach has advantages over one that would simply profile individual organizations, since once a strategy has been developed for each category of organization, it need only be adjusted (through specific tactics) for the individual MCOs within that category. This approach should save pharmaceutical companies substantial time and

Research Company Spotlight - Pharmaceutical Products

Below is a list of firms from our Researcher SourceBook™ specializing in pharmaceutical products.

The Marketing Workshop, Inc.
770-449-6767
www.mwi-shop.com

Mature Marketing & Research, L.L.C.
201-836-7486
www.maturemarketing.com

MAXimum Research, Inc.
856-874-9000
www.maximumresearch.com

MCC Qualitative Consulting
201-865-4900
www.ConsumerCenters.com

Medefield America
212-220-0880
www.medefield.com

Medical Marketing Research, Inc.
919-612-8594
www.mmr.com

MediMedia Research
267-685-2700
www.mediamediamanagedmarkets.com

MedQuery Research & Recruiting » SEE AD p. 41
312-666-8863
www.medqueryinc.com

Millward Brown
212-548-7200
www.millwardbrown.com

Moosbrugger Marketing Research
864-944-8965
www.moosbruggerinc.org

MRSI (Marketing Research Services, Inc.)
513-579-1555
www.mrsi.com

National Analysts Worldwide
215-496-6800
www.nationalanalysts.com

NODO
52-55-5254-4242
www.nodo-research.com

Observant, LLC
781-642-0644
www.observant.biz

O'Donnell Consulting
William J. O'Donnell, Psy.D.
610-410-8979

Olson Research Group, Inc. » SEE AD p. 50
267-487-5500
www.olsonresearchgroup.com

OMI Online Market Intelligence » SEE AD p. 43
7-499-978-5139
www.omirusia.ru/en/

Lotus Market Research
91-22-2682-6606
www.1lotusresearch.com

Persuadable Research Corporation
913-385-1700 x302
www.persuadables.com

Peryam & Kroll Research Corporation
773-774-3100
www.pk-research.com

Physicians Consulting Network
973-770-0255
www.pcnsurveys.com

Pinnacle Research Group, LLC
573-547-3358
www.pinnacleresearchgroup.com

PinPoint Research
510-655-9383
www.pinpointresearch.com

Premier Viewing Facilities Europe
44-208-405-6946
www.premier-facilities.com

Product Ventures
203-319-1119
www.productventures.com

Quick Tab Associates, Inc.
610-566-9130
www.quicktab.net

Radius EMEA
44-203-130-0707
www.radius-global.com/emea

Radius Global Market Rsch. » SEE AD p. 17
212-633-1100
www.radius-global.com

Reckner » SEE AD p. 3
215-822-6220
www.reckner.com

Recruiting Resources Unlimited, LLC
718-222-5600
www.recruitingresourcesllc.com

ReRez
214-239-3939
www.rerez.com

Research Now » SEE AD FRONT COVER
888-203-6245
www.researchnow.com

Research Reporter
61-3-9534-5699
www.researchreporter.com

Research Strategy Group Inc.
416-928-0678
www.rsginc.ca

Robin Cooper Research Group, Inc.
416-783-8818 x1
www.robincooperresearch.com

Rosenthal Research
480-759-3132
www.rosenthalresearch.com

RTI
203-324-2420
www.rtiresearch.com

Sabena Qualitative Research Services » SEE AD p. 28
203-292-9680
www.qual.com

Schlesinger Associates » SEE AD p. 2
732-906-1122
www.schlesingerassociates.com

Segmedica, Inc.
716-754-8744
www.segmedica.com

SK&A, A Cegedim Company
800-752-5478
www.skainfo.com

SSI » SEE AD BACK COVER
203-567-7200
www.surveysampling.com

Strategic Business Research, Inc.
267-781-7444
www.sbr-inc.com

Strategic Eye, Inc.
717-520-9013

Toluna » SEE AD p. 23
203-834-8585
http://us.toluna-group.com/

ULTEX MR RUSSIA
7916-5345430
www.ultexmr.com

USA/DIRECT, Inc.
973-726-8700
www.usadirectinc.com

uSamp™ » SEE AD p. 7
888-618-0292
www.usamp.com

Valient Market Research
585-227-2600
www.valientsolutions.com

Vovici Corporation
800-787-8755
www.vovici.com

WorldOne » SEE AD p. 27
212-358 0800
www.worldone.com

resources over an approach that requires a considerable reinvestment for each organization. This approach also should limit the time and resources spent on attempting to gain access to MCOs at both the regional and corporate levels.

Research can be instrumental

Marketing research can be instrumental in helping pharmaceutical companies to determine the most effective methods of approaching each type of MCO. Individual interviews – most

easily and anonymously conducted over the phone – can help identify the decision-making chains within key payer organizations in each territory. In particular, companies may gain a better understanding of the influence of regional offices regarding formulary decisions, contracting and development of treatment algorithms.

Discussions with payer decision makers may also provide direction with regard to the most advantageous approach routes for sales representa-

tives, pointing them toward offices and departments that are most likely to be open to discussion and suggestions. Identification of the most-open pathways within each type of MCO should help provide opportunities for advancing rather than hindering relationships between manufacturer and payer. ①

Ed Siebert is a principal of Integrated Marketing Associates, a Bryn Mawr, Pa., research firm. He can be reached at 610-527-5500 or at esiebert@imalink.com.

●●● advertising research

Media, not medium

A taxonomy of digital advertising

| By Abigail Dufay and Ratna Tandavan



snapshot

This article presents a framework for defining and understanding the many types of digital ads, with the goal of making it easier to measure their effectiveness.

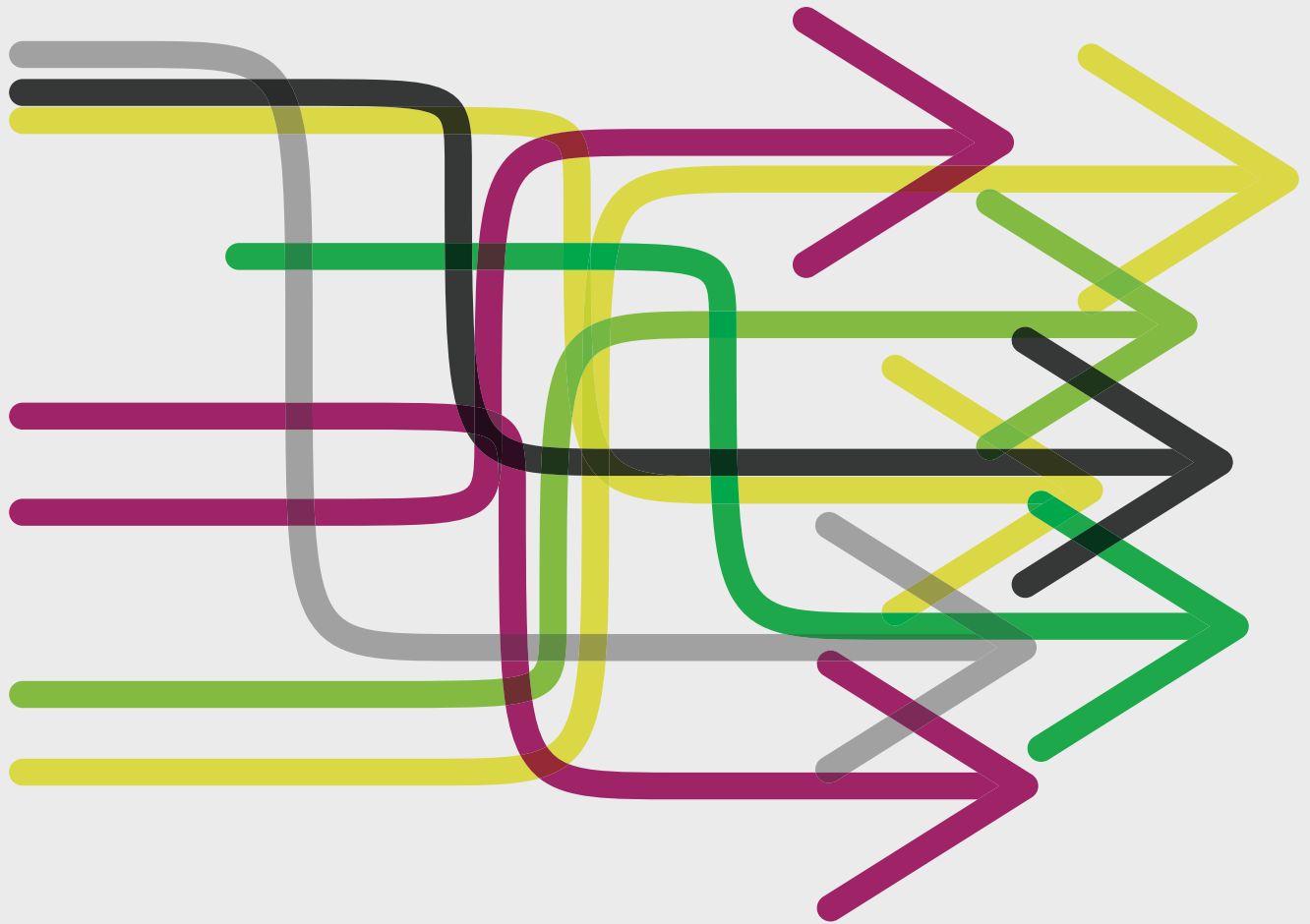
Global digital ad spend is projected to top \$130 billion in 2012, according to eMarketer. Do advertisers really know if they're getting their money's worth? The world of digital advertising today has expanded upon the online advertising of yesterday. What used to consist solely of pop-ups and small, static banner ads now has endless possibilities, ranging from rich media, Flash video, branded, interactive experiences to ads targeting consumers' specific interests and locations. When evaluating the quality of digital advertising, it is a mistake to look at the digital world as a single advertising medium, because digital advertising is really an accumulation of media. The digital space allows for both the emulation of traditional media as well as the creation of new modes of communication. There is no single way to create a digital ad, therefore there shouldn't be just one way to evaluate it.

This complexity has led to a muddled understanding of online ad effectiveness as a whole. As we enter 2012 and the digital space reaches nearly everyone, there is still a struggle to understand how to reliably evaluate digital advertising. Advertisers often rely on one-size-fits-all measures, such as click-through rates (CTRs) or action-based metrics through pixel tracking, to give them a basic understanding of how well an ad performs. For many digital ads, however, relying upon these behavioral performance measures would be as incomplete as relying upon exposures to measure a TV commercial's total impact. With the digital age, perhaps we've become so focused on the mouse that we're forgetting the importance of the mind. In other words, a click doesn't necessarily reflect an ad's success. For an ad to succeed, it must interact with the human mind.

Because the digital advertising space is a set of media rather than a single medium, we need better ways to approach it. Scientific measurement first begins with classification of the types of things that are to be measured. Through classification, a world of unwieldy combinations becomes manageable and then measurable. Being able to classify the digital space does the same: It allows for the meaningful measurement of digital communications



quirks.com/articles • ID 20120307



Need a router?

Licensing Fulcrum is the answer.

Fulcrum from Federated Sample.
The enterprise-level sample
management and routing platform.

Fully customizable and configurable.

FOR SAMPLE SUPPLIERS:

Reduces cost
Improves respondent experience
Increases delivery capacity
Provides robust configuration and controls

FOR SAMPLE BUYERS:

Simplifies sample acquisition
Increases delivery of your preferred suppliers
Improves data quality and security
Provides cost controls

Bringing efficiency
and automation to sampling.
learnmore@federatedsample.com

NEW ORLEANS
LOS ANGELES
NEW YORK

Federated Sample



effectiveness based on the specific ad itself. One can also use mnemonics to make such systems easier to work with. Similar to how filmmakers use “The Five Cs” to remember cinematographic techniques: camera angles, continuity, cutting, close-ups and composition, we’ve developed “The Five Is” to understand digital advertising: interception, integration, invitation, itinerary and involvement.

The Five Is can be applied to all advertising media. However, in the boundless digital space, this categorization is a necessary first step to bring order to the chaos.

Interception

The Web introduced unprecedented targeting capabilities but not every brand requires complex segmentation algorithms to define its audience and not every ad requires cookies to find it. To address targeting, interception is the first category in the digital taxonomy. This answers the question, “How is the ad’s audience intercepted?” That is, while consumers are out surfing the Web,

how does an ad intercept them from their path and move them into their advertising space?

The least-targeted digital ads appeal to a mass market. Just as GEICO runs ads across television channels, it also runs ads on popular Web sites to appeal to a general population.



In the next level of interception, the audience is intercepted based on its geographic location. Ads that target based on geographic location sometimes only run in certain markets or are customized for different geographies. For example, a digital ad for Kingsford charcoal includes a “grilling alert” that updates the temperature to match the viewer’s local weather.



More-targeted ads appeal to an audience that shares common interests or activities. These ads are usually placed with content specific to particular interests or activities. For example, Kenmore dishwasher ads are likely to appear on cooking.com and eTrade ads are likely to appear on wsj.com.

Put your foodservice research into some of the most experienced hands ... ours.

You may not know our name, but we bet you know our work. For more than 30 years, Restaurant Research Associates has partnered with some of the biggest names in foodservice. We know food research from every angle. And, it’s not a part-time job - we live it, breathe it and even dream it, day in and day out.

365 days a year. Since 1979.



RRA

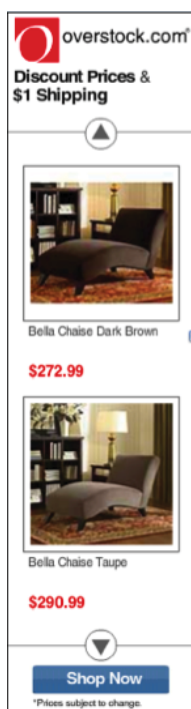
Restaurant Research Associates

A Leader in Foodservice Research

714.368.1890 • www.RestaurantResearchAssociates.com



The most targeted digital ads use cookies to tailor advertising to a consumer's browsing and searching behavior. For example, if a consumer is looking at a particular chaise lounge on Overstock.com, that lounge might appear in ads in that consumer's Yahoo! Mail over the course of the next few days.



Interception involves finding the right consumers by buying the right space.

Integration

Unlike TV and print, space in the digital arena is less restricted and the boundaries between content and advertising are more flexible. The second of the Five Is, integration, answers the question, "How integrated is the ad with the content?" Another way to look at integration is in terms of the level of interruption. Using an architectural metaphor, you can think of integra-

tion as living in Frank Lloyd Wright's Fallingwater house, which organically blurs the lines between structure and nature. Non-integration would be like living in a concrete and steel industrial structure that signifies human separation from what is natural.

Content-blocking ads fully interrupt the viewer's experience with the content. Just as commercials block content on television, pop-up ads like this one for Hewlett-Packard are the quintessential content-blocking ads in the digital arena.



Most Web ads are not integrated with the content at all. Banner ads appear alongside content but are not integrated with it. Like magazine ads,

Focus Forward

World Class
Nationwide Recruitment &
Transcription Services

Be a **HERO** to your clients

transcription

FOCUSForward

Your clients don't like to wait and neither do you! With fast turnaround in as few as 24 hours and meticulous accuracy, relax as our team of 200+ US-based transcribers expertly handle your project.

nationwide recruitment

FOCUSForward

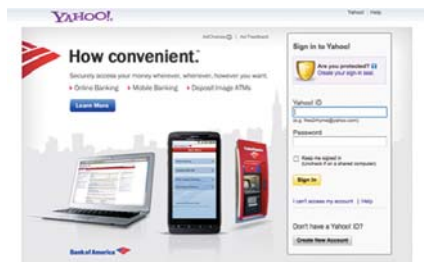
When you don't need a facility for your project, trust us for your qualitative in-person and online recruiting across the US. We aren't just recruiters – we are marketing research professionals who make the field process an easy experience.

www.focusfwd.com • 215.367.4000 • RFP@focusfwd.com

viewers can mentally skip them and focus on the content of the page with minimal interruption.



Some digital ads appear as skins or backgrounds for content and thus are integrated in the experience. A background image advertising Bank of America behind your Yahoo! Mail login is similar to floor ads at your grocery store, which are actually part of the shopping environment.



Extreme integration occurs when the content is advertising. Branded social media sites and branded mo-

bile phone apps, in which the ad and content are one, would be examples of extreme integration.



Invitation

Invitation addresses the level of freedom or choice the consumer has when interacting with the ad. How is the viewer invited to see the ad? This category taps into the level of commitment required from the consumer for the ad to successfully communicate its message. This category influences consumer irritation more than other

categories.

Push ads are on one end of the continuum. These ads provide consumers with information they are not seeking and do not give consumers the option not to see them. An example would be a pre-roll video ad coming up before watching an online newsreel.



Closeable and skipable ads give consumers the ability to opt out of the advertising experience. Examples of these types of ads include pop-up and

The Premier Source for Connecting with Healthcare Professionals

Online Research

Fully integrated data collection department providing our partners access to a robust suite of the latest online tools.

Recruitment

Our dogged and determined approach has earned us a reputation in the marketing research community for successfully recruiting even the most challenging segments.

Qualitative Research

Focus groups, in-depth interviews and other custom protocols managed by a team of experienced in-house professionals.

Analytic Services

We employ a mix of methodologies and techniques coupled with a rigorous approach to detail that provides practical solutions to today's business needs.

Pennsylvania
267.487.5500

California
650.450.9700

Olson Research Group, Inc.
Healthcare Marketing Research
Quality Data Collection | Recruitment | Analysis

www.olsonresearchgroup.com

50 Quirk's Marketing Research Review // March 2012

www.quirks.com

expanding ads, which push themselves on consumers and require them to refocus their attention or take action to move on to the content of the page.



Pull ads move to the other side of the continuum. Consumers can opt in to the advertising experience with interactive and click-through ads. Here, as in this Walmart ad, the consumer “asks” the advertiser for more information or a way to take action upon what they’ve seen.



Ads at the extreme end of the invitation continuum give consumers full control over how they interact with the ad. Branded social media sites like this Starbucks YouTube channel and branded mobile apps would fall on this end of the spectrum. These advertising experiences are the information the consumer is looking for.



Itinerary

Itinerary answers the question, “What is the ad’s itinerary?” or “Do you have to leave the Web page to get the full advertising message?” From the consumer’s perspective, this continuum addresses the required level of curiosity.

Stand-alone ads don’t depend on the consumer to click through to new content in order to get the full advertising message. Some online ads are intended to increase brand awareness or reinforce brand perceptions while other Web ads communicate all the

Any way you slice it, our data is always right on the mark.

**Focus Groups • Test Kitchen • Door-to-Door Interviewing
Executive Interviewing • Medical Interviews • Mystery Shopping
Store Intercepts • Auditing**

Irwin™

Kathryn Blackburn, PRC - President | kblackburn@irwin-jx.com
9250 Baymeadows Road, Suite 350 | Jacksonville, FL 32256 | P 904.731.1811 F 904.731.1225 | irwin-jx.com

intended product features and benefits on their own. For example, a Claussen pickles banner ad talks about how their pickles will thrill your senses. While the ad includes a button to replay the ad, it has no link to a Claussen Web site. The call to action is to find the pickles in your grocery store. Effectiveness for these types of ads cannot be measured by click-through rates.



Other ads communicate a complete message without depending on click-through but do have more information available. For example, Budget advertises in online display ads that you can save \$25 on one-way rentals with Budget. While there is a button to click through and “book now,” one does not need to click for the ad to reinforce the brand and give viewers the idea that they can save money with Budget. Again, this ad’s success cannot be fully evaluated by click-through rates.



Ads that act as teasers depend on consumer click-through to communicate the advertising message. One common online ad boasts knowledge of “3 Foods To NEVER Eat” if you want great abs. The viewer doesn’t know who the advertiser is, or even what the product is, without clicking through. These types of ads require the viewer to be curious

enough that they’ll take the effort to explore more.



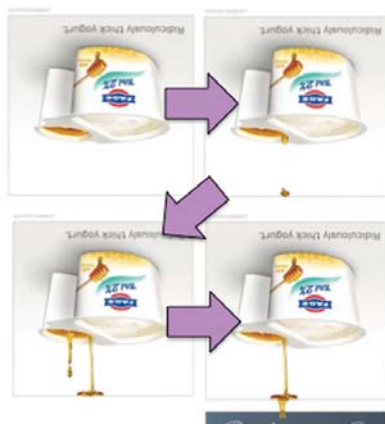
Involvement

The final continuum is perhaps the most complex in that it addresses the consumer’s psychological and behavioral interaction with the advertising. Involvement answers the question, “How involved is the consumer in the advertising experience?” or “How many senses does the ad engage?” Does the ad elicit a reactive response or an interactive response?

Ads that only exist in space, and thus only engage sight with words and pictures, elicit the most reactive responses. Static display ads like this ING Direct ad fit into this category in the digital world, as most print ads fit into this category in the analog world. The only “movement” in these types of ads is that of the consumer’s eye scanning the images and words to process them.



Ads with motion and/or sound exist in time and space and thus add a layer of complexity in terms of neural engagement. Digital ads in this realm like this one touting the thickness of Fage yogurt range from simple animations to films.



The next level of involvement is interactive, eliciting touch. These more interactive ads range from having simple links and replay buttons to rollovers that allow consumers to more fully explore the ads.



Of advertising media, digital dominates in terms of its ability to provide fully involving ads, where the consumer has a “mental exchange” or dialogue with the digital branded experience. For example, branded social media experiences often allow consumers to contribute to conversations, make comments, upload their own photos, build profiles, design outfits, etc. In these most interactive ads, the line between the ad’s identity and the consumer’s identity becomes blurred.



While the development of more targeted, more integrated and more interactive ads is often more expensive and sophisticated, that’s not to say that the ads are necessarily more effective. The quality of the creative for an ad with loose targeting can exceed that of the most targeted ad. A simple ING Direct banner ad can be more effective at meeting its advertising objectives than an interactive ad that invites you to take an IQ test. (Has anybody ever figured out what those ads are even for?) In the digital world, one size does not fit all and a categorical way to classify these ads allows for the measurement of each digital ad against its specific objectives and executional tools.

Let’s apply this classification tool to a standard ad anyone might see while surfing the Web. This ad for the TV show *Glee* fits along each of

the continua within the taxonomy.



Interception: This ad is blanket-targeted. It appears on mass-appeal Web sites like Yahoo!. It is not directed to any particular locations, interests or individuals.

Integration: This display ad is not integrated with the content of the Web page.

Invitation: The ad has options to click through to the *Glee* official Web site, play a video or follow it via social media sites. This would make the ad a pull ad that invites the consumer to opt-in for more content or interaction with the brand.

Itinerary: This ad has additional content available, placing it in the middle of the scale between standing entirely alone and requiring more content to deliver its message. Note that click-through and pixel-tracking alone would not be enough to measure the ad's full impact. The ad's message, that *Glee* is on tonight at 8 p.m. on FOX, can be delivered without the viewer taking any recordable action.

Involvement: This ad is interactive. The consumer can choose to play the video that exists within the ad; this involves sight, sound, movement and touch, engaging the viewer on multiple levels without having to leave the ad content itself.

Classifying this *Glee* spot helps us understand what tools have been employed to create, target and execute this ad. By understanding the ad's functionality and objectives, we can evaluate each element to see how it works individually and how it influences the ad's overall performance. This enables more precise optimization and learnings can be applied to new creative.

Know what your dollars are buying

With the incredible investment in digital development out there today, it is important know what your digital dollars are buying. The digital arena has penetrated nearly every aspect of our daily lives as consumers and advertising, good and bad, comes along with it. Click-through and pixel-tracking are simply not enough to understand advertising in this pervasive context and what it is

doing for your brand. The digital taxonomy gives us a categorical framework with which to approach digital ads so we don't end up using an abacus to measure humidity. Your ad may be doing so much more for you than an average click-through rate can measure. ①

Abigail Dufay and Ratna Tandavan are research directors at Albuquerque, N.M., research firm Ameritest. They can be reached at abby@ameritest.net or at ratna@ameritest.net.



Mail surveys done right.

Mail Survey Solutions is your #1 resource for mail survey design, fieldwork, and data processing.

Whether you need full-service support or help with just a portion of your project, you can count on us.

With 60+ years of experience, we know how to reliably and efficiently get a mail survey done right.

Contact us today at
www.MailSurveySolutions.com
651.439.8547

 Mail Survey Solutions



quirks.com/articles • ID 20120308

●●● consumer research

You made me do it

Understanding the role of social influence in consumer behavior

| By Jon Christiansen

snapshot

In today's highly social world, it's harder than ever for researchers to separate and measure the many factors that influence our product choices. One way is to look at the connections that bind us, the author says.

It's Thanksgiving morning. The Packers are playing the Lions in Detroit. On this rare occasion, I am spending Thanksgiving with my sister in Ann Arbor, Mich. That morning, waiting for kickoff, I sit back and observe a simple social exchange lead to a possible outcome of mammoth proportions.

My niece, Linnea, was presented with a conflict of choice from her father: Who she is pulling for? The Packers (daddy's team) or the Lions (mommy's team)? (Before I continue, I should note that my brother-in-law is a great father and husband and rarely encourages a choice opposite that of my sister. But when the Lions and the Packers play, it is a house divided.) Linnea politely replies, "The Lions, because 'Lions' starts with an 'L,' like 'Linnea'."

A simple, yet rational decision. When offered a choice of high complexity (loyalty to mom vs. loyalty to dad), like most of us, she simplifies

TO TRUST THE RESULTS, YOU HAVE TO TRUST THE TEAM.



State-of-the-art data collection & focus facilities are only as good as the people who manage them. And for Market Research, Precision Opinion is cutting edge. For over 20 years, they have partnered with Fortune 500 companies, government agencies, Hollywood studios and small businesses in providing uncompromising customized research programs that have fostered fierce loyalty and trust from those that they serve.

As founder and President, Jim Medick still takes a very personal one-on-one approach. His hands-on approach and proven track record make him and the Precision Team a valuable market research partner. Call Jim personally at 702.483.4000 to discuss how cutting-edge phone, online and / or focus group facilities can meet - and exceed - your goals and objectives.

PRECISIONOPINION.COM | 702.483.4000

THE MOST TRUSTED NAME IN MARKET RESEARCH.®

PRECISION  **PINION.**

PHONE | FOCUS+SM | ONLINE



her decision process by deflecting to a focal parameter. But then it got interesting; my brother-in-law threw her a curveball: “Well, you know that Michaela [the much-admired older cousin] is a Packers fan, right? So what would you say now?”

Draw conclusions from patterns

A common goal of marketing research is to study the attitudes, perceptions, preferences and behaviors of markets. Our hope as researchers is to draw conclusions from patterns, framed by what these consumers are telling us. This is not a simple task, because research most commonly focuses on measuring marketing-mix variables.

Mix variables include but are not limited to price, consumer awareness, advertising reach, mode of communication, product specs and specs of competitor products, channel distribution and overall brand health. And since tracking these metrics and parameters isn't enough of a challenge, tack on our humble attempt at personifying consumers and the ever-difficult task of measuring consumer preferences (who was it that said there was no accounting for taste?). And this is just one side of the fence!

It is difficult to tell the whole story from one side of the fence. Unfortunately, the world does not function in static patterns; rather, we live in a dynamic place, one altered by the boundless influences around us. We think twice about visiting a restaurant when a close friend or coworker speaks of a bad experience. We celebrate when a highly-critical friend humbly admits to liking a movie we recommend. We are honored when a family member calls to ask for advice about a major life decision. We are flattered when a friend with markedly higher intelligence needs our “expert opinion.” In summary, we are all the contributors and beneficiaries to a world of dynamic influence, most aptly driven by exchanges between individuals.

No longer handcuffed

In today's conditions, when it comes to making buying decisions, consumers are smarter, more resourceful and better prepared than ever. Consumers are no longer handcuffed by information asymmetries. Anyone with an Internet connection can research any product they want, whenever they want, from a multitude of sources. Once they make a purchase, they can relay their opinion to many others within minutes. That opinion is assessed by complete strangers on an anonymous message board or by close friends and family members on <insert favorite social media outlet>. And with the wealth of knowledge sources available to consumers, they are commonly inclined to favor information obtained from a focal source. That common focal source: other individuals.

On the other side of the fence is where the exchange between consumers occurs. So we ask, “How important are these exchanges?” To help explain, let's borrow from one of the most respected product adoption models in existence: the Bass model. The standard Bass model implies that, on average, the coefficient of the social influence and contagion parameter is nearly 13 times greater than that of the function of advertising (and with little deviation from this ratio on average). Using this model, informal roles of generating awareness and subsequent adoption have an exponentially greater impact than that of advertising efforts.

This is not to suggest that advertising is arbitrary but can we blame ourselves for allowing our social exchanges to supplant advertising as our go-to source of influence? The difficulty with advertising is that it rarely discloses the whole story. Rational marketers rarely advertise something negative about their product and we cannot exactly ask questions to people on TV trying to sell us on their product (maybe one day!). Thus we, as consumers, gauge the truth about products from our social exchanges.

But as researchers, this is a unique challenge. At this juncture, researchers have to ask how they can

accurately measure what is going on in social circles. How can they understand what sources of influence truly affect product adoption?

Scholars of social influence suggest that we can learn much about consumer behavior by studying the connections in their lives: who or what they have access to, who or what they choose to access, etc. We can learn much about the consumer by understanding what connects them. To simplify, social influence is driven by two primary agents: sources we perceive to think like us (bonding) and sources we perceive to know more than us (the trusted expert). Obviously there are multiple dimensions to understanding this at a deeper level but the core remains consistent.

Much like us

Let's first explore the bonding function. Whether we notice or not, we tend to surround ourselves with people who are much like us. Our ties likely have similar beliefs, education and socioeconomic status. There is a good chance we went to the same school, are fans of the same teams, dress similarly and have similar hobbies. We naturally surround ourselves with people who have similar needs. Thus, when we see someone close to us make a buying decision, it is safe to say that we believe it would also meet our needs. When we watch someone with whom we share this bond make a purchasing decision, we subconsciously program that product into our choice set. Our choice set has now expanded and our preference for that product is subconsciously climbing up our preference ladder, equipping itself for when it is time to decide.

Consider the following story:

Jack – a chiropractor, family man and part-time volunteer basketball coach – attends a football game with three of his best friends. It is a rare occasion for Jack to spend time with his friends, yet the topics of conversation remain unchanged: football, career, family life, reliving stories from college and the argument over which friend has the coolest toy collection.

Jack realizes quickly that he is

**Quality Sampling
for Marketing Research
since 1988**



RDD • LISTED • BUSINESS

Scientific Telephone Samples (STS) is a leader in random digit dialing (RDD), listed, and business sampling, providing high quality samples and consulting to the marketing research and academic communities.

Because our key staff have extensive research backgrounds, we provide a level of knowledgeable customer service, advice and support not often found these days.

Call (800) 944-4STS today to discuss your next study with a sampling expert.

Custom pricing and volume discounts available.

STS
SCIENTIFIC
TELEPHONE
SAMPLES

800-944-4787 or 949-461-5400 | www.stssamples.com | info@stssamples.com

losing the arms race for cool toys. This is especially evident to Jack when he notes that all three of his friends are practically tethered to their smartphones, so much that it seemed as if a fifth passenger was along for the ride. This passenger was a know-it-all and Jack rarely cares for know-it-alls. This passenger could squash any argument quickly with its wealth of knowledge.

Jack had never felt a need for a smartphone – his flip phone makes calls, stores numbers, texts occasionally – until he comes to understand what he has been missing this whole time. It wasn't long before his friends began ragging on him for his antiquated cell phone (you know, the base model flip phone that was discontinued two weeks after he bought it), especially when he wasn't the guy getting all the score updates, seeing the instant replays from his drive-in movie-sized screen or being the first to answer the random questions, like, "Where did number 94 go to college?" After getting to know this fifth passenger,

Jack is converted – this know-it-all is pretty cool after all.

This is not to suggest that friends, family or coworkers are the only sources of the bond exchange. The same can be said for figures we connect with in the media and in sports and for role players in advertising and other avenues of our lives. If we believe in the idea that we share a like mind with someone or something, we have a connection. We might take advice from a columnist because they post on a particular blog that we enjoy. We might be swayed toward certain products because a store we like carries them.

Many faces

Next, consider the role of the expert. We are all experts in some way; some more so than others; some knowledge more valuable than others. The function of the expert is more than the definition implies; there are many faces of the expert. The simplified version of the expert is the source who we perceive has more knowledge than we do about some-

thing that interests us. This could be a sales representative or a subject-matter expert. There are sources who individuals admire or even idolize. Then there are those who have an extensive knowledge in the area of interest. While the aforementioned sources have multiple faces, others have no face at all. They might have, at best, a self-proclaimed alias, a handle (e.g., fanguy6317).

Additionally, the level of influence expertise plays expands when knowledge is a product of experience. In this case, I speak of the customer experience. We avoid restaurants with poor recommendations; we consider vacationing in a new destination when someone had a great experience and we share our experiences with others, unknowingly influencing those with whom we share our experiences. Oftentimes, these are friends, family members or coworkers, yet at other times, these are complete strangers. Those of us who have shopped online can likely attest to having fallen victim to the "star ratings" and the comments



Celebrating the pearls of our wisdom

GROUP DYNAMICS

30th
Anniversary
1981-2011

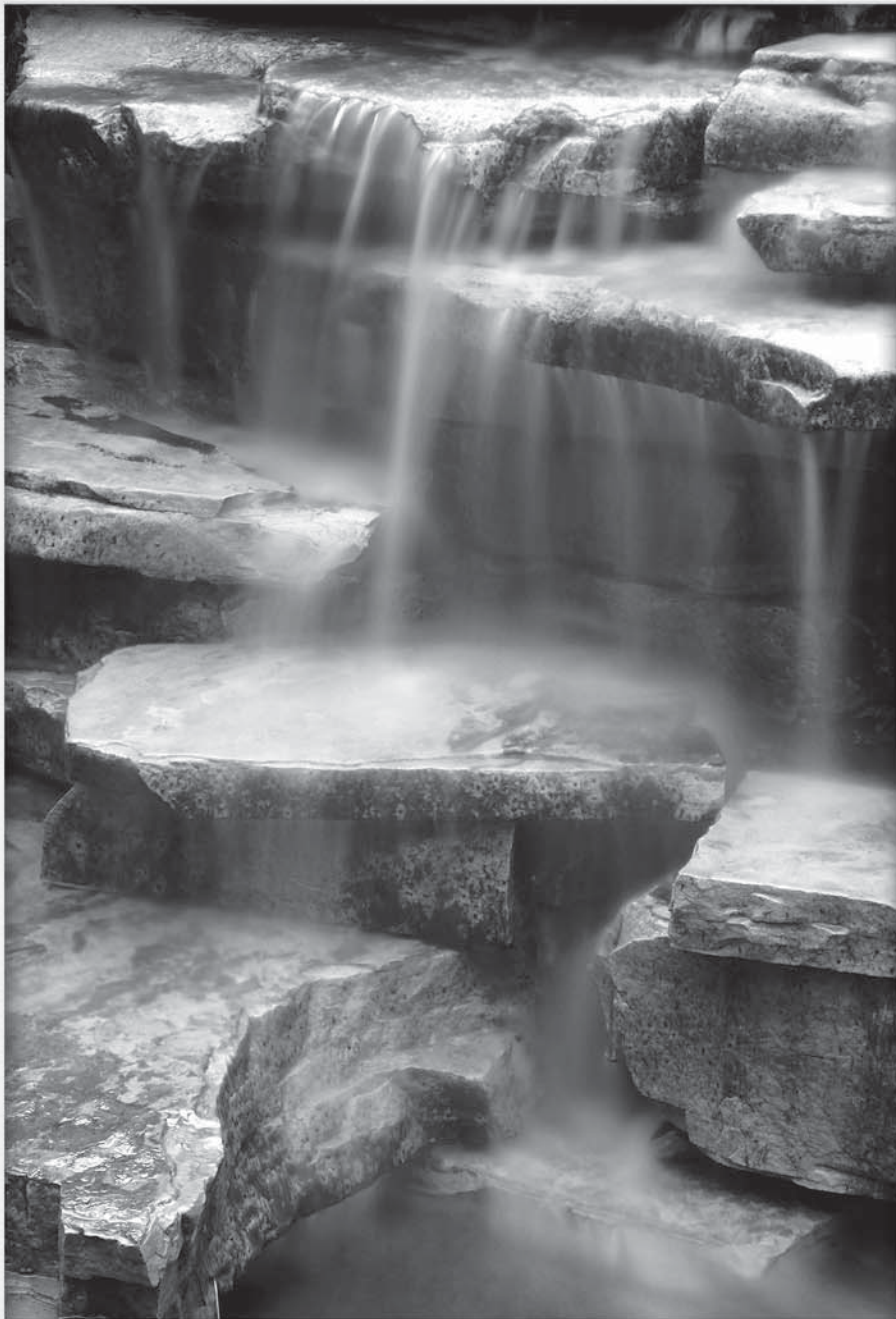
Group Dynamics in Focus
GroupNet Philadelphia



GROUP DYNAMICS IN FOCUS, INC.

Group Dynamics in Focus, Inc. | Bala Cynwyd, PA
www.groupdynamics.com
866-221-2038

In the fine art of research,
the shades of gray complete the masterpiece.



While data gives answers in black and white, it's the subtleties of the gray areas that give you the big picture. Burke understands the nuances of research. Grounded in academic principles and guided by ongoing internal research, Burke helps you determine the best research method, gather the information, and develop the best strategy for actionable results. You will have confidence in your decisions because you have the experts at Burke to support you. Visit Burke.com or call 800.688.2674 to find out more.



The Fine Art of Marketing Research

supporting their rating. Ironically, we in the marketing research field would balk at recommending a business decision with support from a sample size of five but it certainly plays a role when shopping Web sites that use a rating system.

The point is, whether the expert is more knowledgeable or not, the fact that we perceive them to be makes them influential.

Accurately measure

So, I return to my original questions: How can researchers accurately measure what is going on in social circles? How can researchers really understand what sources of influence truly affect product adoption?

The answer is not as clear as we would like. Rather, it is complex, if not improbable to reach a pinpoint estimate. Therefore, researchers are charged with simplifying this puzzle. Two key methods are common in doing so.

Modeling with existing or historical data. The first method is to model product diffusion using existing or historic data of the same or similar products. Product sales data is freely available through a multitude of sources if no in-house data fits. It is best to include a number of possible products and bridge patterns in sales trends, removing those that do not fit appropriately. Using the common elements from the remaining products, a researcher can use this new model to forecast sales for the new product. It is best to keep the model simple if the model will allow for it.

Borrowing from a research example, a colleague of mine and I recently studied the adoption patterns of Google Apps for Education at a mid-size public university. Several years ago, Google developed a platform for colleges and universities to improve e-mail services and faculty student collaboration. Each student who adopted the service would get a new e-mail address (student@t.quirkuniversity.edu) which would merge their existing e-mail account with a customized Google Gmail platform. When we began our research, we utilized nearly 100 estimators in our projected model of adoption,

only to discover that diffusion patterns were best explained by only three to four estimators.

Structured analogy forecasting. The second method is more challenging; without existing or historical data, researchers must rely on alternative sources that on the surface appear less reliable. Estimates are most commonly derived from judgments of field experts or company executives, through prediction markets or through simulating adoption patterns of similar products. Focusing on model development, using structured analogy forecasting, it is best to work backward from models that share similar elements to the one in question. In fact, it is surprising how closely the adoption patterns fit when matched with analogous products. A word of caution however – it is important to control for situational criteria. Some examples include: market conditions, availability of product substitutes, supply chain patterns and variation in marketing strategy.

Returning to the Google Apps for Education example, my colleague and I thought it would be interesting to model a projected adoption pattern before the service was deployed. In doing so, we explored products or ideas that would most likely share similar parameters.

Since we were made aware that the administration would place little emphasis on publicizing Google Apps for Education, we determined that social exchange would be the dominant driver of adoption. We also knew that students were well aware of the benefits of Google Apps (especially Gmail). Therefore, we shrunk our search criteria for similar products or concepts to two criteria. First, we looked for products with two key criteria: products or concepts that had a similar ratio of social influence to advertising influence (favoring heavily on the social side). Second, we looked for products or concepts that had some previous market presence. We chose some interesting products and concepts in our model, all of which closely fit each of the two criteria as well as some other more finite

criteria (some closer than others, obviously). Our examples included: Facebook, the eight-bit microprocessor, accelerated education programs and the second-generation cell phone. We added a few other educational innovations and found that, after normalizing time to adopt, our forecasted (as well as actual) adoption patterns fit nicely among these analogous products.

Pair what they know

And despite the uncertainty that comes with forecasting product adoption, researchers can pair what they know about consumer behavior with the product makeup. Having explored the behavioral patterns of consumers, here are a few questions to keep in mind when estimating the probable role of social influence:

How likely will consumers see other consumers use the product? Products that are highly visible in use allow for higher propensity of bond influence and the expert influence of the experienced consumer. In this case, the bond influence is often stronger: The mere repetition of observation is a strong enough influence in and of itself.

How valuable is the experience to the product? If the experience makes or breaks product satisfaction, the first few simulation periods are often critical.

How complex is the product? This can help frame the true value of the product expert. If products on the market are less complex, leveraging the product expert can influence those with lesser understanding.

How many online sources are available for product recommendation or criticism? The most easily accessible source of customer experience is online. The online recommendation market is perhaps the key influencer, especially when there are a great number of product substitutes. Not only can consumers gauge the total customer experience, but there is a strong chance we will connect with someone who values the same experience.

Is there a level of social sensitivity to your product? Consumers are most likely to discuss products of social sensitivity (health, financial,

etc.) with trusted sources.

Is it a product that most people wouldn't talk about? If so, discussion will likely be less about experience and more about product attributes and features. These are likely to be bond influences since discussion about product features often occurs between consumers who have similar levels of knowledge and interest.

Is the product segment-specific? Segments are most likely aligned by bonding patterns, since segments are often linked by similar behavioral patterns.


Is the product a function of market conditions? In other words, does the product thrive only in certain conditions? If so, it will likely create contagion (most likely bond-induced) quickly and grow if it adapts with the market cycles.

Is location a factor? If the product is specific to location (or at least starts there), the bonding element is more often the driving force of product adoption.

Is the product cool? In other words, do consumers make a statement about themselves when they adopt the product? This suggests high-level bond effects but also high-level effects from the admired expert.

Growing field of research

Should a researcher desire to test the possible outcomes given the alteration of social influence parameters, a growing field of research is available. Computational modeling (or multi-agent modeling) is a cost-efficient and sound method for simulating conceptual data. The key to computational modeling, similar to other examples listed, is to keep the model simple. In doing so, researchers can experiment with different parameters of the market and the diffusion of social exchanges (examples include the questions outlined above). Computational modeling looks at markets as a complex system, which is a true function of the market itself.

One final note: Linnea is now a staunch Packers fan and Jack got an iPhone for Christmas. 

REFERENCES

Carley, K. (1999). "On the evolution of social and organizational networks." In S.B. Andrews and D. Knoke (eds.) Vol. 16 special issue of *Research in the Sociology of Organizations*. On "Networks In and Around Organizations," p. 3-30. JAI Press, Inc. Stamford, Conn.

Friedkin, N.E. & Johnsen, E.C. (2011). *Social Influence Network Theory: A Sociological Investigation Of Small Group Dynamics*. Cambridge University Press.

Mahajan, Vijay, Muller, E. & Bass, F.M. (1990). New Product Diffusion Models in Marketing. A Review and Directions for Research." *Journal of Marketing*,

54 (1), p. 1-26.

Mahajan, Vijay, Muller, E. & Wind, Y.W. (2000). *New-Product Diffusion Models*. New York: Springer Science + Business Media, Inc.

Stigler, G.J. & Becker, G.S. (1977). "De Gustibus non est Disputandum." *The American Economic Review*, 67 (2), pp. 76-90.

Editor's note: Jon Christiansen is the director of analytics at Sparks Research, Clemson, S.C. He can be reached at 864-654-7571 ext. 234 or at jchristiansen@sparksresearch.com.



What's the connection? None.

But if you want first-rate recruiting and first-class facilities nationwide, First Choice Facilities should be your first choice.

- ▶ First in precision recruiting — onsite and online
- ▶ First in client service — cutting-edge technology and support
- ▶ First in top-rated facilities — comfort and amenities

Maybe there is a connection after all! Think of us FIRST!



FIRST CHOICE FACILITIES

Owner managed for quality

888.323.2437
(888.FCF.BIDS)

www.firstchoicefacilities.com

Ask about our multi-city discount program:

Atlanta, GA
Superior Research, Inc.
Boston, MA
Copley Focus Centers
Chicago, IL
Focuscope, Inc.
Dallas, TX
Dallas by Definition
Framingham, MA
National Field & Focus

Los Angeles, CA
Troita Associates
Miami, FL
Ask Miami
Milwaukee, WI
J. Reckner Associates, Inc.
Minneapolis, MN
Focus Market Research
New York, NY
Focus Plus, Inc.

Oakbrook Terrace, IL
Focuscope, Inc.
Oak Park, IL
Focuscope, Inc.
Orange County, CA
Troita Associates
Philadelphia, PA
J. Reckner Associates, Inc.
Phoenix, AZ
Focus Market Research

Portland, OR
The Gilmore Research Group
San Francisco, CA
Fleischman Field Research
Seattle, WA
The Gilmore Research Group
St. Louis, MO
Hatch Research
White Plains, NY
J. Reckner Associates, Inc.



DILBERT © 1998 Scott Adams. Used By permission of UNIVERSAL UCLICK. All rights reserved.

●●● the business of research

No more ammo for 'Dilbert'

How to make research into a real strategic partner

| By David Santee

snapshot

If we're tired of research being the butt of jokes, we need to outflank the consultants, learn to be better storytellers and get strategic.

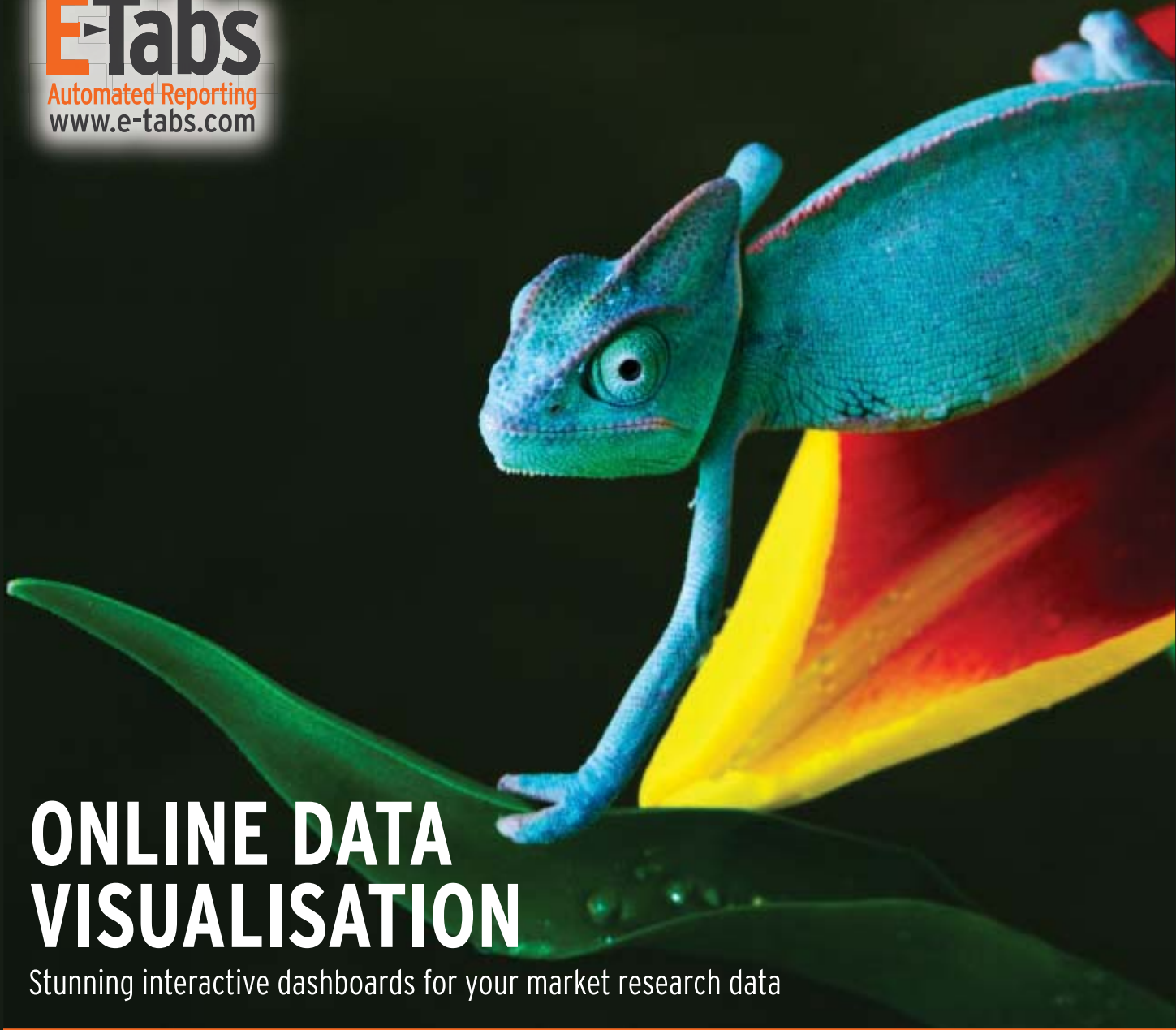


quirks.com/articles • ID 20120309

Those of you who have been in marketing research for any length of time will no doubt have stories of how crystal-clear research findings were ignored. The instances are so common that even "Dilbert," that barometer of American business, has repeatedly lampooned the generally poor understanding and misuse of research by corporations. The jokes are funny because they're true. But their mere existence should tell us something is wrong.

Although it may not always be apparent, senior executives want our information and our insights. In fact, they want us to be strategic partners. A thought-provoking study¹ by the Market Research Executive Board found that 65 percent of senior leaders want market research to be a strategic partner. But here's the kicker – only 25 percent view us that way. In other words, they want it but we are not delivering.

The success of our companies is



ONLINE DATA VISUALISATION

Stunning interactive dashboards for your market research data

Interactive Dashboards

E-Tabs Dashboard - Dynamic data visualization

Additional E-Tabs products include....

Automated Table Checking

E-Tabs Verify - Reliable, hassle free quality-checking process

Automated Reporting & Charting

E-Tabs Enterprise - Populate PowerPoint, Word and Excel reports automatically

For more information visit www.e-tabs.com/quirks

info@e-tabs.com US: +1 630 879 8227 Europe: +44 (0) 20 8205 4665 Asia Pacific: +64 9973 5310

MRS/ASC Technology
Effectiveness Award



the issue at stake (as well as our careers). Matthew S. Olson and Derek van Bever's book *Stall Points* concludes that the revenues of most companies either have stalled or will stall. And the primary reason? Their strategic decisions! Not responding to a change in the market is among the most common reasons for companies to stall. But wait! That's us! Isn't it our job to tell our companies when the market has changed? What is our culpability in all this? Did the market research departments raise a red flag?

A full third of the firms listed on the Fortune 500 in 1970 had vanished by 1983, according to author Arie de Geus². These are big firms. Many, if not most, had market research departments. Again, what is our culpability?

Market has changed

Market research is changing: from being tactical to becoming strategic; from delivering data to delivering solutions; from being technical to becoming consultative; from being an order-taking staff function to becoming a proactive partner. Our market has changed too. Just like those companies that vanished because they did not recognize a change in the market, we are seeing a change in our market. Will we recognize it?

Consultants are paid large sums for scanning and reporting on a company's market position. Typically, their process is: interview those in market research, senior managers and those in the field; read customer complaints and past research results; perhaps talk to a few clients; and then give their findings. But isn't all that really just market research? If so, why do our companies not come to us for these services? Why don't market research firms offer these services?

Consulting firms usurp strategic elements

Interestingly, we become concerned when someone uses Survey Monkey for low-level issues but we do not even think twice about how we let consulting firms usurp very strategic elements of market research from us. Why? It comes down to how we define ourselves.

We unwittingly classify ourselves as survey and focus group experts. OK, we may buy some behavioral data from comScore or Nielsen (some of which comes from surveys) or do an ethnography study now and again, but most of the industry is set up to deliver focus group and survey results.

Most of us are not positioning ourselves as marketplace experts or strategists. We are not called upon to help define a strategy – or to be the strategic partner that senior management wants us to be. The reason we're not considered for this role is because we're truly not there yet. Our industry isn't there yet. Our skill sets are not there yet.

Before we can fix the problem, we have to recognize that the problem exists. I am encouraged. I have spoken with leaders from several large insight teams and many get it. I have heard multiple insight leaders make statements like, "If they don't take our recommendation, it's our fault."

At issue are not tactical everyday decisions – whether a product should be green or blue, which ad breaks through the best, which option tastes the best, or even measuring our customer satisfaction. The real issue is with the more important strategic decisions that can significantly influence a company's success; the ones that can set the course for the next several years; those typically made by the operating committee who make the really big decisions. As stated by de Geus, "The only relevant learning in a company is the learning done by those with a power to act."²

Those are the decisions we need to influence. Successfully doing so will result in larger budgets – not smaller ones – for market research during times of corporate stress.

Have to come from us

Solutions won't come from others – they have to come from us. There is a saying that our influence is more than we know and as little as we will allow. We have allowed ourselves little influence. Changing our name from market research to market insights sends a nice message but where's the beef? We have to back the name up with action.

Working harder is our first tendency. This is exactly what authors Michael Fairbanks and Stace Lindsay found when leaders of third-world countries were faced with failing programs:

"... We have found there is an overwhelming propensity for the leaders, when confronted by poor results, to do the same things again, only harder."³

The shifting expectations of our customers suggest that we need to shift our strategies. Working harder won't get us there. We're already working hard.

Becoming worthy of being a strategic partner is the first step. We have to become as concerned with competitive strategy as we are with methods. We must seek out data other than our own – sales data, finance data, customer data. We must understand why past products failed or succeeded. We must understand competitor moves and listen to their analyst calls. Our information lives in the context of this other information. Good strategy makes sense of all the data – not just ours. We cannot be effective strategists with only one piece of the puzzle. It's not all about us.

Senior leaders are people, too

Brain research now supports the belief that decisions are made emotionally and justified rationally. So what does this have to do with developing good corporate strategy? Simple – senior leaders are people too! If the research is true, then those on the top floor are also making decisions emotionally. The CEO, CFO, CMO and any other C you might have at your firm are influenced first by emotion but then justify their decisions rationally.

We have all heard the same questions when research results are different from expectations: "What was your sample size?" "Where did you do the research?" "How did you ask the question?" It's human nature to find reasons to discount information which is inconsistent with our current beliefs.

One of my personal favorite stories to illustrate this concept comes from a CMO's response when I pre-

Connect with respondents anywhere in the world.

FocusVision Webcam Interviews

- ▶ Reduce study costs
- ▶ Expand your geographical reach
- ▶ Increase your speed to market

It's like being there. Only better.®



Stamford London Singapore

+44 1892 556 597

info@focusvision.com

www.focusvision.com

sented him with information why his clients leave: "You keep giving me the same answer every time I ask. I want a different answer."

John Maynard Keynes once said, "The difficulty lies, not in the new ideas, but in escaping from the old ones." A conundrum exists in market research. Results that meet expectations are believed and used. Unexpected results are many times questioned, discounted, not believed and not used. Either way, the results tend not to have a real impact on the decision.

Applied to strategy

Objects in motion want to stay in motion – and in the same direction. This law of physics can be applied to strategy as well. Companies learn what is successful and, over time, this success is inculcated into all aspects of the organization. Fairbanks and Lindsay explain it this way: "As organisms institutionalize those formulas for success, they become steering mechanisms: the laws, administrative polices, market mechanisms

and informal customs intended to ensure that the formulas for success continue to be followed."³

The greater the success, the more inculcated the paradigm. Existing paradigms work very well for firms whose path to success does not change. But that path will inevitably change. And when it does, it will be even more difficult to adjust to a new pathway for success.

Poor decisions have many more causes than those discussed here. Until we recognize that decision-making is not just a fact-based endeavor, we will not make progress in moving toward a strategic partner role. Adam Smith's "economic man" does not exist. Acceptance of this fact is required as we try to find ways to influence our organizations.

A favorite example of a poor decision in the face of logical facts was that by a chairman of a consumer company. He killed an ad campaign because his English-teacher mother did not like the fact that it was not grammatically correct. As a researcher, what do you do with that?

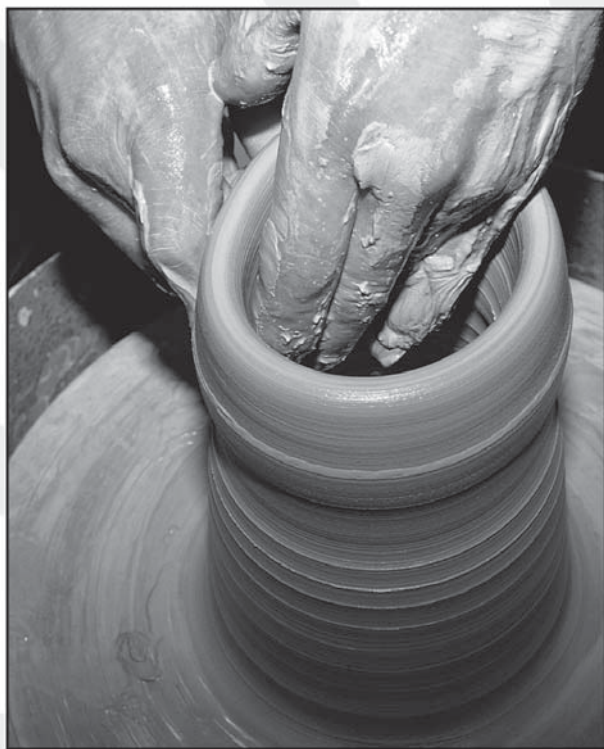
Nobel laureate Daniel Kahneman stated that, "One of the problems with expertise is that people have it in some domains and not in others. Some experts don't know exactly where the boundaries of their expertise are."⁴ This chairman in the above anecdote was a financial expert, with no advertising experience, yet he relied on his mother's opinion more than research results and advice from his marketing team.

No wonder our logic-filled reports and presentations don't break through – they are based on logic when decisions are made emotionally.

Change mental models

We have to crack the code. We have to figure out how to pierce those Teflon-coated emotional barriers. We need to understand that many times we are not just presenting results but trying to change mental models.

Most conferences and articles still focus on methods and techniques – obviously those are very important. But the next whiz-bang method will not change the fact that many times



We take the same hands-on approach to your marketing research needs.

From hand-crafted questions to rigorous, custom designed applications, we are the full-service marketing research professionals you'll want to take for a spin. With over 30 years of experience, excellent service, high response rates and outstanding customer satisfaction scores, we offer everything you're looking for in a market research partner. Trust us to help you mold your next research project. We're committed to your success!

 **Anderson, Niebuhr & Associates, Inc.**
Your Trusted Marketing Research Professionals

Northpark Corporate Center • Suite 200 • 6 Pine Tree Drive • Arden Hills, MN 55112 • Phone: 651.486.8712 • 800.678.5577 • info@ana-inc.com • www.ana-inc.com

A great career without a great education is only a dream.



Principles of
Marketing Research

Principles of
**Pharmaceutical
Marketing Research**

Online education program that is:

- Contemporary
- Dynamic
- Comprehensive

Register Now!

***Call: +1-706-542-3537 or
800-811-6640***



Presented through a unique partnership between



The University of Georgia

MRII MARKETING RESEARCH
INSTITUTE INTERNATIONAL

www.principlesofmarketingresearch.org

HIGH QUALITY, LOW COST

The Other Sampling Company

ONLINE PANEL
AND PHONE SAMPLES

or
COMPLETE
SURVEY
FULFILLMENT

Sample

ONLINE & TELEPHONE
CONSUMER & B2B
STANDARD DEMOS
TONS OF TARGETS
MILLIONS OF PANELISTS
U.S. AND GLOBAL

Survey Programming

YOUR QUESTIONNAIRE
SIMPLE OR COMPLEX

Data Collection

SURVEY HOSTING
QUOTA MANAGEMENT

Tabs

ON TIME
ON BUDGET

REQUEST A QUOTE
via our website, email or phone

**AFFORDABLE
SAMPLES, INC.**™

The OTHER Sampling Company

www.affordablesamples.com
sales@affordablesamples.com
800-784-8016

our findings are ignored. Another article on NPS will not materially change the course of our companies.

The best thing we can do for our profession, for our companies and for our careers is not to create another technique but to increase our influence. The next version of discrete choice will not make us any more persuasive than the last. We need to draw on the numerous resources available that focus on skills that will enable us to take our results and create change in our organizations. We need to develop skills such as consultative selling, storytelling within reports, presenting with authority, writing clearly and persuasively and synthesizing information from multiple sources to create a more complete picture.

As stated by Stephen Few, "As providers of quantitative business information, it is our responsibility to do more than sift through the data and pass it on. We must help our readers gain the insight contained therein. We must design the message in a way that leads readers on a journey of discovery ..."⁵

Simply reporting data is a disservice to our clients. No one will understand the implications of the data like we will. We have to beware of what authors Chip and Dan Heath call "the curse of knowledge."⁶ This occurs when we, as experts, thoroughly understand an issue but assume too much knowledge of others when trying to communicate it. Perhaps others do not see the pattern in the data as we do. Perhaps others have not read all your past reports that provide the context for your conclusions. The result is an audience that does not understand our points – not because they aren't capable but because we did not give them the right information to understand.


The charge

Recognition of the problem is this article's purpose. We have to extract a study's meaning and not just report. Then we have to communicate it in a way that gets through. As stated by Nancy Duarte, "There is a difference between being convinced with logic

and believing with personal conviction."⁷ We must make this distinction and move in this direction.

This is truly an enormous challenge. The ability to become the strategic partners that management wants us to be is not easy. The ability to get senior executives to see, hear and understand marketplace information, good solid analysis and thoughtful strategy in the face of emotional barriers is difficult, to say the least.

To be successful, our focus needs to change. And no one is going to do it for us. Do not expect to get invited to those strategy sessions until we first make changes ourselves. In addition to methods, we need to have a larger business perspective. We also need to become well-versed in the skills of influence and persuasion. Data does not speak for itself. We have to paint the picture and tell the story.

Fortunately, there are well-established places to start. As Leo Burnett once said, "If you reach for the stars, you might not quite get one, but you won't end up with a handful of mud either." If we are intentional in trying to overcome these issues, we just might get out of the mud and be perceived and valued as real strategic partners. 

REFERENCES

- 1 Market Research Executive Board. "Increasing the Impact of Strategic Advice." 2008.
- 2 Arie de Geus. "Planning as Learning." *Harvard Business Review*, March/April 1988, p. 70-74.
- 3 Michael Fairbanks, Stace Lindsay. *Plowing the Sea*. Harvard Business School Press. 2008.
- 4 "Strategic Decisions: When Can You Trust Your Gut?" *McKinsey Quarterly*. March 2010.
- 5 Stephen Few. *Now You See It*. Analytics Press, Oakland, Calif., 2009.
- 6 Chip Heath, Dan Heath. *Made to Stick*. Random House. 2008.
- 7 Nancy Duarte. *Resonate*. John Wiley & Sons. 2010, page 14.

David Santee is president of True North Market Insights LLC, Lawrence, Kan. He can be reached at 785-218-7832 or at david.santee@truenorthmarketinsights.com.

QUIRK'S READERS **SAVE 20% OFF THE STANDARD & ONSITE RATE**

Mention code **MRTECH12QUIRKS** when registering
www.iirusa.com/technology

April 30 – May 2, 2012 | The Cosmopolitan of Las Vegas

THE MARKET RESEARCH **TECHNOLOGY**

From fragmentation to integration: collecting, analyzing and evaluating consumer & marketplace intelligence **EVENT**
how data convergence and technology is changing the game

"We're drowning in data yet starving for insights." – Anne Mulcahy, former CEO, Xerox & 2011 TMRE Keynote...

The Market Research Technology Event is where **CHANGEMAKERS TAKE THE STAGE**



Jane McGonigal
Author
*Reality is Broken,
and Gaming
Guru*



Stan Sthanunathan
THE
COCA-COLA
COMPANY



Dan Ariely
DUKE
UNIVERSITY



Christopher Frank
AMERICAN
EXPRESS
Author
*Drinking From
the Firehose*



Paul Magnone
OPENET
Co-Author
*Drinking From
the Firehose*



Tiffany Shlain
WEBBY
AWARDS



Michael Tchong
Author
*Social
Engagement
Marketing*



Paul Navrátil
TEXAS
ADVANCED
COMPUTING
CENTER



Dr. A.K.
Pradeep
NEUROFOCUS INC.
Author
*The Buying
Brain*

Q

Names of Note

In Memoriam...

Bertram "Bert" Russick, former president of *Mid-Continent Research*, Minneapolis, died on January 26 at age 90.

■ Portland, Ore., research company *Revelation Inc.* has named **Kermit Yensen** vice president, sales and marketing.

■ *Adept Consumer Testing*, a Beverly Hills, Calif., research company, has hired **John Draper** as project director and promoted **Daniele Loprieno** to project manager.

■ New York research company *Insight Strategy Group* has named **Jen Drexler** vice president and **Karen D. Leavitt** and **Salima Nathoo** senior manager.

■ **Caitlin Blazic** has been named senior research manager at *Ipsos Forward Research*, St. Louis.

■ *Upstate SC Alliance*, a Greenville, S.C., financial services company, has hired **Elizabeth Feather** as manager, marketing research.

■ **Scott Crawford** has joined Victoria, B.C., research company *Terapeak* as chief revenue officer.

■ *Affinnova Inc.*, a Waltham, Mass., research software company, has appointed **Sarita Bhagwat** as director, financial services.

■ **Julia Demant** has been named project director at New York re-

search company *Advanced Focus*.

■ *The Marketing Research Institute International*, St. Louis, has elected its 2012 board officers: **John Lewington**, board president; **Elizabeth Shriver**, secretary-treasurer; **Charles "Chuck" Dodson**, immediate past-president; and **Charlotte E. Sibley**, president-elect. Additional board members include **Marlene De La Cruz**, **Michelle A. Elster**, **Henry Gazay**, **Raul J. Lopez**, **Paul Snyderman** and **Jeffrey Welch**.

■ *Research Now*, Plano, Texas, has hired **Kerem Köksal** as manager, client development, Benelux, to manage its office in Rotterdam, the Netherlands.

Research Now has also appointed **Craig Stevens** as chief revenue officer for the Americas. Finally, the company has promoted **Martin Filz** to managing director, EMEA and APAC; and **Konstanze Just** to senior vice president, global marketing.

■ **Elissa Moses** has joined New York research company *Ipsos Open Thinking Exchange* as executive vice president, neuroscience and emotion.

■ Surrey, U.K., research company *EasyInsites* has hired **Nick Bellamy** as manager, senior research operations; **Elaine Fowler** as research operations executive; **Chris Twin** as Web designer and developer; and

Rebecca Batey as sales and marketing executive.

■ *MMR Research Worldwide*, Oxfordshire, U.K., has appointed **Clive Little** as regional CFO of its Singapore office.

■ *WorldOne*, a New York research company, has named **Gerard Smith** global CFO. Smith will be based in London.



Smith

■ *Optimal Strategix Group*, a Newtown, Pa., research firm, has made the following appointments: **Lisa Tull**, project manager; **Kenneth Hamilton**, programmer/developer; **Breanne Forry**, field services administrator; and **Steven Wright**, qualitative methodologist and moderator.

■ **David Wilkinson** has joined Chicago research company *Technomic* as director, business development, U.K.

■ **Michele Cordoba** has been named senior director, qualitative research, at Los Angeles research company *New American Dimensions*.

■ London research company *BrainJuicer Group PLC* has appointed **Rene Huey-Lipton** as senior vice president, Juice Generation.

■ *SymphonyIRI Group*, a Chicago research company, has announced its new board of directors: **Lawrence Benjamin**, chairman; **Jeffrey P. Ansell**; **Raj Gupta**; **Lawrence Jackson**; **Don W. McGeorge**; **Romesh Wadhvani**; **Steven Klinsky**; **Mathew J. Lori**; and **Matt Ebbel**.



Köksal



Stevens

Q

Research Industry News

Acquisitions/transactions

■ **Shugoll Research**, Bethesda, Md., has acquired **Metro Research Services**, Fairfax, Va.

■ New York researcher **The Nielsen Company** has acquired Chicago research consultancy **The Perishables Group**.

■ New Orleans research company **Pollbob** has acquired polling site **Mister Poll** to increase its online user base.

■ Burlington, Mass., consulting company **inVentiv Health Inc.**, has agreed to acquire certain

promotional and medical audit businesses of Plymouth Meeting, Pa., research company **SDI Health**, which Danbury, Conn., research company **IMS Health** has committed to divest in connection with obtaining regulatory approval of its acquisition of SDI.

Separately, IMS Health has acquired Bangalore, India, research company **PharmARC**.

■ Chicago research company **Accenture** has agreed to acquire Madrid, Spain, research company **Neo Metrics Analytics S.L.**

■ London research company **Kantar Media** has agreed to acquire Shanghai, China, research company **CIC**.

Association/organization news

■ Researchers Mark Michelson and Jasper Lim have formed the **Mobile Marketing Research Association** (MMRA), Atlanta, to develop pro-

fessional standards and ethics to advance the use of mobile devices for marketing research. MMRA will recognize the first 300 members who register as Founding Members and is accepting memberships online at www.mmra-global.org.

■ **The Qualitative Research Consultants Association**, St. Paul, Minn., is accepting presentation proposals until March 16 for its 2012 annual conference, themed "Immerse Yourself." The conference will be held on October 3-5 in Montreal. For more information visit www.qrca.org/2012CFP.

New accounts/projects

■ Encino, Calif., research company **uSamp** has adopted Westport, Conn., research company **Imperium's** RelevantID digital fingerprinting technology into its SampleMarket platform for fraud prevention.

■ Portland, Ore., research company **Reentrak Corporation** has renewed and expanded its contract with Dallas television company **Belo Corp.** for Reentrak's StationView Essentials ratings data. **Raycom TV**, Montgomery, Ala.; **Camelot Strategic Marketing and Media**, Dallas; and **Koplar Communications**, St. Louis, have also adopted StationView Essentials.

Reentrak has also signed a multi-year TV Essentials contract with **MavTV**, Centennial, Colo.

■ Washington, D.C., communications consultancy **APCO Worldwide** has adopted Boston research company **Crimson Hexagon's** ForSight platform.

Quirks.com Subscribers: **Get 50% off*** (Just \$750 per 3-day ticket) Mobile Shopping Spring 2012 with code **1955031887PA!** *Discount applies to retailers and brands only.

Mobile Shopping

April 23 – 25, 2012 | The Westin San Diego, CA

30+ Cross-Industry Leaders On Driving Consumers To Point Of Sale Via Their Mobile Devices

Featuring Keynote from...

 Yona Shtern
CEO
Beyond The Rack

... the fastest growing digital merchant in North America

Follow Us!

 @M0bileSh0pping
#MobileShopping

 Mobile Shopping Conference – An eTail Product

Register Now! www.MobileShoppingSpring.com • 646.200.7530 / 888.482.6012 • mobileshopping@wbresearch.com

■ **Light Media**, Atlanta, has selected Columbia, Md., research company **Arbitron Inc.**'s radio ratings service to support its radio station Power 105.5.

■ **Blauw Research**, Rotterdam, the Netherlands, has adopted Norrköping, Sweden, research company **Dapresy's** Dapresy Pro software to create dashboards and online portals for its ad hoc and tracking surveys.

■ Washington, D.C., research company **Ipsos Public Affairs** has been awarded the General Services Administration's Advertising and Integrated Marketing Solutions Schedule 5414A: Survey Services contract.

New companies/new divisions/relocations/expansions

■ In *Quirk's* February 2012 issue, it was incorrectly reported that Milwaukee research company **Market Probe** had moved its headquarters to New York. Instead, New York research company **Market Probe International** has relocated its headquarters to 805 3rd Avenue, 11th Floor, New York. Phone and fax numbers and e-mail addresses will remain the same.

Market Probe remains headquartered in Milwaukee.

■ **SurveyGizmo**, a Boulder, Colo., research company, has announced plans to hire 20-30 new employees in 2012.

■ Stamford, Conn., research company **Information Services Group Inc.** (ISG) has merged its TPI, Compass and STA Consulting divisions into one ISG brand.

■ Omaha, Neb., research company **Database101** has opened **ResearchUSA**, a joint venture business dedicated to managing Database101's proprietary business database. John Ferris has been appointed to lead the operation.

■ **Research Now**, Plano, Texas, has opened an office in Rotterdam, the Netherlands.

■ **Kinesis Survey Technologies LLC**, Austin, Texas, has relocated its U.S. and U.K. offices. Its U.S. headquarters will be located at 8140 North MoPac, Suite 120, Austin. Its U.K. office will be located at Dephna House, 24/26 Arcadia Ave., London.

■ **C&C Market Research**, Fort Smith, Ark., has opened offices in Long Island, N.Y., at Broadway Mall, and in Detroit at Laurel Park Place Mall.

■ **Food Perspectives Inc.**, a Plymouth, Minn., research company, has opened a new testing facility at its headquarter location.

■ Chicago research company **Mintel** has opened offices in Mumbai, India; Singapore; and Kuala Lumpur, Malaysia.

■ Researchers Sanjay Vrudhula and Lyle J. Durbin have launched **ReconMR**, an Austin, Texas, research company. ReconMR will focus exclusively on Texas enterprise clients. The firm is online at www.reconmr.com.

■ Chicago research company **Leo J. Shapiro and Associates** has turned its health care practice group into a new division called **CarbonSix**.

Research company earnings/financial news

■ **SurveyGizmo**, Boulder, Colo., reported increased revenues 54 percent over 2010 (\$3.3 million to \$5.1 million).

■ **Kinesis Survey Technologies LLC**, Austin, Texas, achieved 30 percent 2011 revenue growth over 2010.

■ **EasyInsites**, Surrey, U.K., reported increased revenue of 37 percent in 2011 over 2010.

■ **Qualvu**, Denver, has raised \$1.85 million through a Series B financing round.

■ **ThinkVine**, Cincinnati, has closed \$8 million in Series C investment.

■ **SurveyMonkey**, Palo Alto, Calif., has raised \$65 million in new funding in the form of convertible preferred stock.

Diamonds are forever—
Training lasts even longer



The RIVA "Revue"
September 6-7, 2012
North Bethesda, MD

Polish your qualitative market research skills!

For more information- Email: RIVAconference@RIVAInc.com or Call: (301) 770-6456 x 101 or x 106

CALENDAR OF EVENTS

●●● can't-miss activities

featured

Anderson, Niebuhr & Associates will hold a workshop, titled "Analyzing & Reporting Questionnaire Data," on **April 26-27** at the Radisson Plaza Hotel Minneapolis (Downtown) in **Minneapolis**. The cost to attend is \$945 with a \$50 early-bird discount for registering before March 29. For more information visit www.ana-inc.com/workshops/data.html or call 651-486-8712 or 800-678-5577.

The Pharmaceutical Marketing Research Group will hold its annual national conference, themed "Rev Up Your Innovation Engine," on **March 25-27** at JW Grande Lakes in **Orlando, Fla.** For more information visit www.pmrg.org.

ESOMAR will hold its annual Central and Eastern European research forum, themed "Global Fuel for Local Boost!," on **March 26-27** in **Krakow, Poland**. For more information visit www.esomar.org.

The Advertising Research Foundation will hold its annual RE:THINK! convention and expo on **March 26-28** at the **New York** Marriott Marquis in Times Square. For more information visit www.thearf.org.

Worldwide Business Research will hold a conference, themed "Next Generation Customer Experience," on **March 26-28** in Green Valley Ranch, **Las Vegas**. For more information visit www.the-customer.com.

ESOMAR will hold its annual Asia-Pacific conference, themed "Asia Kaleidoscope," on **April 15-17** in **Shanghai, China**. For more information visit www.esomar.org/apac.

The American Marketing Association will hold its annual applied research methods conference on **April 16-18** at The Cosmopolitan in **Las Vegas**. To register and for an early registration discount visit www.marketingpower.com/Calendar/Pages/2012_Applied_Research_Methods.aspx.

Globalpark will hold a conference, themed "Market Research in the Mobile World," on **April 18-19** at the Dorint Amsterdam Airport in **Amsterdam, the Netherlands**. For more information visit www.mrmw.net.

The Council of American Survey Research Organizations will hold its annual global research conference on **April 18-19** at the Hyatt Regency in **Miami**. For more information visit www.casro.org.

The International Quality and Productivity Center will hold a conference, themed "Shared Service Exchange Latin America," on **April 22-24** in **Miami**. For more information visit www.shared-serviceslatamexchange.com.

Worldwide Business Research will hold its spring mobile shopping conference on **April 23-25** at the Westin in **San Diego**. For more information visit www.mobileshoppingspring.com.

The Association for Qualitative Research and the Qualitative Research Consultants Association will hold the Worldwide Conference on Qualitative Research, themed "Qualitative Renaissance: Challenge Your Thinking," on **April 25-27** at the Radisson Blu Hotel in **Rome**. For more information visit www.aqr.qrca.org.

The Alliance of International Market Research Institutes will hold a conference, themed "The Power of Social Media Research on the International Landscape," on **April 27** in **New York**. For more information visit www.aimri.net.

IIR will hold a conference focused on technology in market research on **April 30-May 2** at The Cosmopolitan in **Las Vegas**. For more information visit www.iirusa.com/tdmr.

ESOMAR will hold its annual Latin America conference on **May 13-15** in **Mexico City**. For more information visit www.esomar.org/latam.

IIR will hold its audience measurement event on **May 21-23** at the Radisson Blu Aqua Hotel in **Chicago**. For more information visit www.iirusa.com/audience.

The Council of American Survey Research Organizations will hold its annual technology conference on **May 30-31** at the Millennium Broadway Hotel in **New York**. For more information visit www.casro.org.

The Marketing Research and Intelligence Association will hold its annual conference on **May 30-June 1** in St. John's, **Newfoundland**. For more information visit www.mria-arim.ca.

The Marketing Research Association will hold its 2012 annual conference and CEO summit symposium on **June 4-6** in **San Diego**. For more information visit www.mra-net.org.

The Council of American Survey Research Organizations will hold a management conference on **June 13-14** at the Wyndham in **Chicago**. For more information visit www.casro.org.

The International Quality and Productivity Center will hold its annual shared service exchange on **June 24-26** in **Pinehurst, N.C.** For more information visit www.sharedserviceexchange.com.

The American Marketing Association will hold its annual advanced research techniques forum on **June 24-27** at the Westin Seattle in **Seattle**. For more information visit www.marketingpower.org.

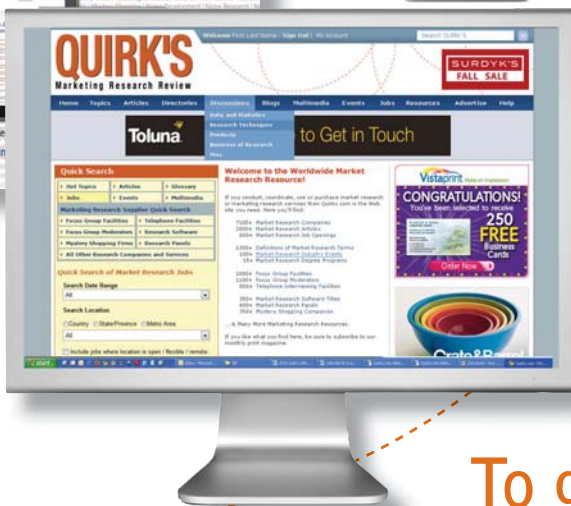
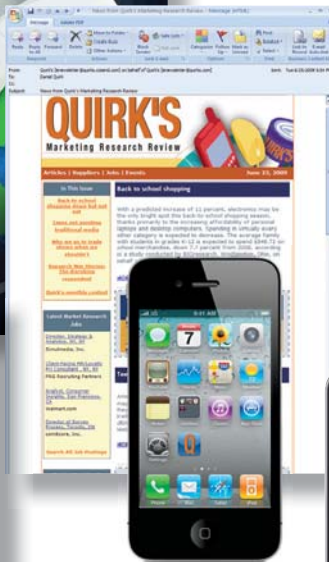
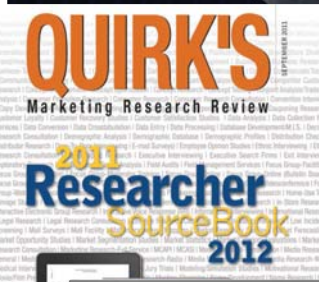
To submit information on your upcoming conference or event for possible inclusion in our print and online calendar, e-mail Emily Goon at emily@quirks.com. For a more complete list of upcoming events visit www.quirks.com/events.

The Marketing Research Information You Need When You Want It and How You Want It



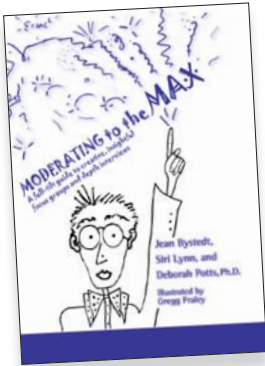
Quirk's Marketing Research Review is the only monthly print magazine, digital magazine, e-newsletter and online resource developed specifically for professionals responsible for conducting, coordinating and purchasing marketing research products and services.

Designed to promote the understanding, use and value of marketing research, Quirk's free resources include original articles on research techniques, case studies, news, survey findings, global listings for conferences and jobs, discussion forums and the most complete and up-to-date directories of market research product and service companies. More than 150,000 professionals access Quirk's resources every month.



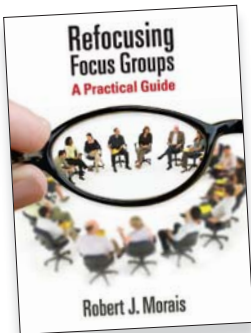
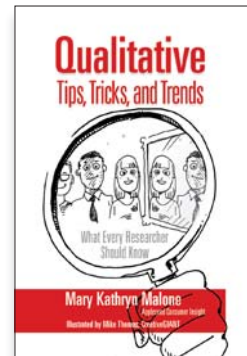
To get your own FREE access
visit www.quirks.com

MARKETING RESEARCH



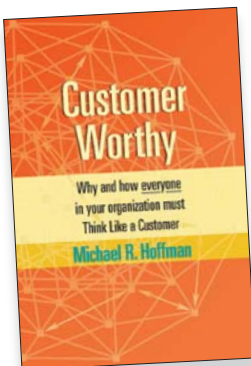
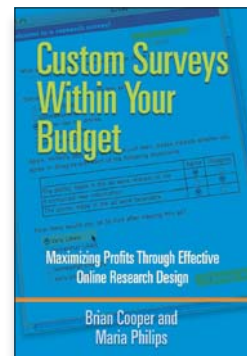
- ◀ **Moderating to the Max**
A Full-Tilt Guide to Creative, Insightful Focus Groups and
Depth Interviews
Jean Bystedt, Siri Lynn, and Deborah Potts, Ph.D.
978-0-9830436-2-1; paperback, list price \$34.95

Qualitative Tips, Tricks, and Trends ➔
What Every Researcher Should Know
Mary Kathryn Malone
978-0-981869-9-9; paperback, list price \$24.95



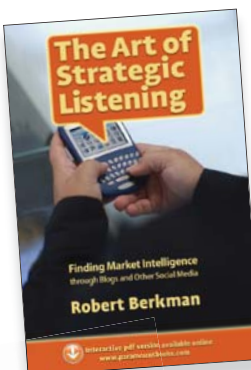
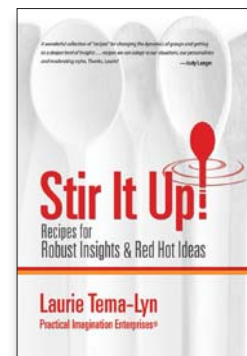
- ◀ **Refocusing Focus Groups**
A Practical Guide
Robert J. Morais
978-0-9819869-7-5; paperback, list price \$19.95

Custom Surveys Within Your Budget ➔
Maximizing Profits Through Effective Online Research Design
Brian Cooper and Maria Philips
978-0-9819869-3-7; paperback, list price \$34.95



- ◀ **Customer Worthy**
How and Why Everyone in Your Organization Must Think
Like a Customer
Michael R. Hoffman
978-0-9819869-1-3; paperback, list price \$49.95

Stir It Up! ➔
Recipes for Robust Insights & Red Hot Ideas
Laurie Tema-Lyn
978-0-9830436-3-8; paperback, list price \$24.95



- ◀ **The Art of Strategic Listening**
Finding Market Intelligence through Blogs and Other Social Media
Robert Berkman
978-0-9786602-7-7; paperback, list price \$39.95
Also available in an interactive download edition

ORDER DIRECT AND SAVE

FREE SHIPPING with your PMP order,
no minimum purchase!

Go to paramountbooks.com and
use promo code **QMRR12**

Practical Books for Smart Professionals

PMP Paramount Market Publishing, Inc.
950 Danby Rd., Ithaca, NY 14850
www.paramountbooks.com
toll-free: 888-787-8100

INDEX OF ADVERTISERS

ActiveGroupp. 21 800-793-3126 www.activegroup.net	FocusVision Worldwidep. 65 203-961-1715 opt. 6 www.focusvision.com	Principles of Marketing Researchp. 67 800-325-2090 www.principlesofmarketingresearch.org
Affordable Samples, Inc.p. 68 800-784-8016 www.affordablesamples.com	GMI (Global Market Insite, Inc.)p. 35 866-5-ASK GMI www.gmi-mr.com	Radius Globalp. 17 212-633-1100 www.radius-global.com
Anderson, Niebuhr & Associates, Inc.p. 66 800-678-5577 www.ana-inc.com	Group Dynamics in Focus, Inc.p. 58 866-221-2038 www.groupdynamics.com	Reckner Associates, Inc.p. 3 215-822-6220 www.reckner.com
Burke Institutep. 5 800-543-8635 www.BurkeInstitute.com	Health Forump. 39 312-422-3000 www.healthforum.com	Research House, Inc.p. 9 800-701-3137 www.research-house.ca
Burke, Incorporatedp. 59 800-688-2674 www.burke.com	Institute for International Researchp. 69 888-670-8200 www.iirusa.com	Research Now Front Cover 888-203-6245 www.researchnow.com
C & C Market Research, Inc.p. 19 479-785-5637 www.ccmr.com	Irwinp. 51 904-731-1811 www.irwin-jx.com	Restaurant Research Associatesp. 48 714-368-1890 www.RestaurantResearchAssociates.com
Cint USA, Inc.p. 13 318-202-8004 www.cint.com	M/A/R/C Research Inside Back Cover 800-884-MARC www.marcresearch.com	RIVA Training Institutep. 73 301-770-6456 www.RIVAinc.com
Decision Analyst, Inc.p. 33 817-640-6166 www.decisionanalyst.com	Mail Survey Solutionsp. 53 651-439-8547 www.mailsurveysolutions.com	Sabena Qualitative Research Servicesp. 28 203-454-1225 www.qual.com
E-Tabsp. 63 888-823-8227 www.e-tabs.com	Maritz Researchp. 15 877-4-MARITZ www.maritzresearch.com	Sawtooth Software, Inc.p. 32 360-681-2300 www.sawtoothsoftware.com
Epocrates, Inc.p. 42 650-227-1700 www.epocrates.com	McMillion Research Service pp. 29, 37 800-969-9235 www.mcmillionresearch.com	Schlesinger Associates, Inc. Inside Front Cover 866-549-3500 www.schlesingerassociates.com
Esearch.com, Inc.p. 24 310-265-4608 www.eresearch.com	MedQuery Research & Recruitingp. 41 312-666-8863 www.medqueryinc.com	Scientific Telephone Samplesp. 57 800-944-4STS www.stssamples.com
Federated Samplep. 47 504-264-5820 www.federatedsample.com	MindField Online, Inc.p. 29 800-969-9235 www.mindfieldonline.com	SSI Back Cover 203-567-7200 www.surveysampling.com
Fieldwork Networkp. 11 800-TO-FIELD www.fieldwork.com	Olson Research Group, Inc.p. 50 267-487-5500 www.olsonresearchgroup.com	Thoroughbred Opinion Researchp. 34 502-338-6375 www.torinc.net
First Choice Facilitiesp. 61 888-FCF-BIDS www.FirstChoiceFacilities.net	OMI (Online Market Intelligence)p. 43 7-499-978-5197 www.omirusia.ru	Tolunap. 23 800-710-9147 www.toluna-group.com
Focus Forward, Inc.p. 49 215-367-4000 www.focusfwd.com	Paramount Market Publishing, Inc.p. 76 607-275-8100 www.paramountbooks.com	uSampp. 7 888-282-5505 www.usamp.com
Focus Market Researchp. 25 480-874-2714 www.focusmarketresearch.com	Precision Opinionp. 55 800-780-2790 www.precisionopinion.com	WorldOnep. 27 212-358-0800 www.worldone.com

Quirk's Marketing Research Review, (ISSN 08937451) is issued monthly by Quirk Enterprises, Inc., 4662 Slater Road, Eagan, MN 55122. Mailing address: P.O. Box 22268, Saint Paul, MN 55122. Tel.: 651-379-6200; Fax: 651-379-6205; E-mail: info@quirks.com; Web address: www.quirks.com. Periodicals postage paid at Saint Paul, MN and additional mailing offices.

Subscription Information: U.S. annual rate (12 issues) \$70; Canada and Mexico rate \$120 (U.S. funds); international rate \$120 (U.S. funds). U.S. single copy price \$10. Change of address notices should be sent promptly; provide old mailing label as well as new address;

include ZIP code or postal code. Allow 4-6 weeks for change.

POSTMASTER: Please send change of address to QMRR, P.O. Box 22268, Saint Paul, MN 55122.

Article Reprints: Contact Rhonda Brown of Foster Printing at rhondab@fosterprinting.com or at 866-879-9144 x194.

Quirk's Marketing Research Review is not responsible for claims made in advertisements.

BEFORE YOU GO

••• issue highlights
and parting words

••• cover-to-cover

Facts, figures and insights from this month's issue

page

10

The percentage of buyers who avoided domestic models due to their origin declined to 6 percent, a historically low level.

page

46

With the digital age, perhaps we've become so focused on the mouse that we're forgetting the importance of the mind.

page

56

We, as consumers, gauge the truth about products from our social exchanges.

page

68

The best thing we can do is not to create another technique but to increase our influence.



Quirk's and RFL Communications debut free online video research news brief

Launched in February, the Research Business Daily Report (RBDR) is a short online news program that aims to give researchers interesting, pertinent industry information in a quick and easy format. RBDR promises to provide an analysis of important market research news; comments on issues that matter; suggested articles in leading media; event reminders; short, direct interviews; new job openings and more! So take a moment and check out the RBDR YouTube channel and subscribe to the daily updates at www.youtube.com/user/RBDRChannel.



QUIRK'S
Marketing Research Review

Quirk's issue PDF archive now stretches back to 2005

Based on feedback from our reader surveys, we know that more than 75 percent of readers save issues of *Quirk's*. We're flattered! But to help you clear out the clutter we have made interactive PDFs of all issues since 2005 available online, complete with bookmarks and navigation links. That's more than 80 issues! Each month the archive will be updated and over time we hope to go back past 2005. To view and download the PDF versions visit www.quirks.com/articles/IssuePDFs.aspx.

WIN ••• WIN ••• WIN ••• WIN ••• WIN

A \$3,000 project credit with Toluna QuickSurveys™

Toluna
In touch with people

All entrants will be given the opportunity to beta test Toluna's relaunched QuickSurveys™ DIY Web-based survey tool with 150 completed interviews and one winner will receive a \$3,000 project credit!

Toluna QuickSurveys™ features:

- > Question programming with a click of a button to receive answers immediately
- > Results received instantly and displayed in real-time - complete within 24 hours
- > "Ask the nation" option (nationally representative weighting)
- > Integration with www.tolunapro.com - a global respondent community

To register, send an e-mail to contest@quirks.com with your complete contact information. Please include "Toluna Contest" in the subject line. Deadline to enter is March 31, 2012. The winner will be selected at random and announced in the May issue of *Quirk's*.

Congratulations to January's winners, Ben Robins of National Public Radio; Michael Silverman of Bose Corporation; and Doug Schorr of Beachbody LLC. January's prize was an autographed copy of *Leading Edge Marketing Research: 21st Century Tools and Practices!*

Experience is our trade **M/A/R/C.**



Need a proven partner? Choose the experts at M/A/R/C.

We deliver research that gives answers instead of data.

From one-on-one deep-dives to accurate predictions of in-market outcomes, our seasoned professionals design research that targets the need and delivers the strategy.

**Call 800.884.MARC (6272)
or visit www.marcresearch.com/experience**



M/A/R/C® Research
Strong brands start with smart research

A close-up portrait of Linda Piekarski, an older woman with short, dark hair, wearing glasses and resting her chin on her hands. She is smiling slightly and looking towards the camera. The background is a dark, solid color.

Linda is on a

MISSION

More than three decades ago, Linda Piekarski joined SSI—and became one of the pioneers **inventing** the sampling industry. Ever since, she has helped us continue to lead the way, constantly **innovating** and **advancing** the field we created. But no matter how much things change, Linda is on a mission to ensure one thing remains the same. SSI stays true to our heritage of rigorous science, methodological excellence and uncompromising quality. So you know every project you trust to us—whether online or offline, global or local—is in safe hands. Linda wouldn't have it any other way.

Linda Piekarski

Just one of the people
working for you at SSI.

The SSI logo consists of a red square with a white diagonal line forming a stylized 'S' shape, followed by the letters 'SSI' in a bold, red, sans-serif font.

Science. People. Innovation

info@surveysampling.com surveysampling.com