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July 2012
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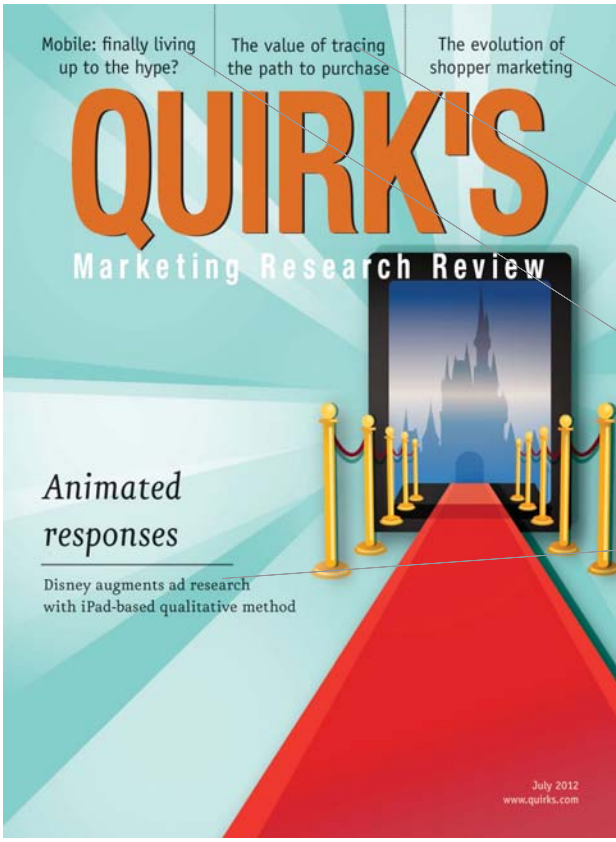

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••• events

Add research events to your Outlook calendar!

Quirk's is making it easier for users to add marketing research events to their Outlook calendar. With our new Outlook calendar feature – found on the top of every online event listing – you can add the event to your calendar with just a few clicks. We hope this will help you remember the event and plan your travel. Quirk's already has the most complete list of marketing research-related events and is searchable by multiple criteria to help you find the perfect event to meet your goals so check it out at quirks.com/events!

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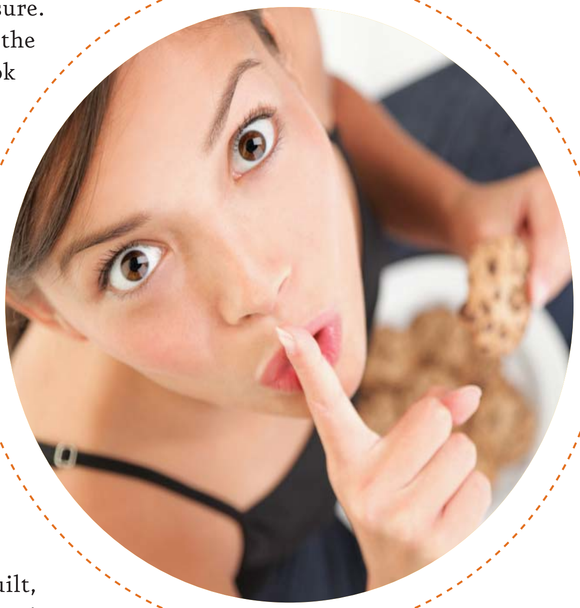
••• consumer psychology

Guilt trip? More like joy ride!

It's not called a "guilty pleasure" for nothing; bending the rules just makes it so much better. Dieters know the feeling well when they dig into that second slice of cake. Tech junkies sense it when they spend hundreds on the latest toy. In fact, guilt is so often linked with pleasure that making people feel the slightest bit guilty amplifies whatever pleasure they subsequently indulge, according to research by Kelly Goldsmith of the Kellogg School of Management at Northwestern University; Ravi Dhar of Yale University; and Eunice Kim Cho of the University of Toronto.

The researchers conducted a series of five experiments to determine if and how guilt increases pleasure. Four experiments tested the pleasure participants took from eating chocolate. One group of participants in each study was semantically primed to feel guilt. For priming, participants were given jumbled sentences with words meant to induce guilt or shown fitness magazines before eating the candy. The fourth study also primed participants for disgust, which, unlike guilt, did not affect their impression of the candy positively or negatively. In all four studies, participants who had been primed for guilt reported enjoying the chocolate more than the neutral group.



The fifth study explored guilty pleasures beyond food-related indulgences. Female participants were primed with sentence scrambles, shown five male online dating profiles and asked to rate how much they had enjoyed viewing the profiles. Participants in the guilt prime reported enjoying the profiles more and were more interested in dating than the neutral group.

Goldsmith warns against using guilt as a deterrent, such as trying to steer kids away from drugs and alcohol. "We don't want to make behaviors that we're trying to curtail more sexy and more enjoyable."

quirks.com/articles ID 20120701

••• demographic research

Introducing: The Pluralist Generation

With birth years starting in 1997, the Pluralist Generation is the first generation of the 21st century and will have an incomparable role in America's history, according to Magid Generational Strategies, a Sherman Oaks, Calif., research company, and U.S. Census projections.

The first generation of the 21st century is the last generation in America that will have a Caucasian majority," said Sharalyn Hartwell, executive director of Magid Generational Strategies. "This unprecedented transition to a multicultural, pluralistic society will be a major aspect of their lives."

Those in the Pluralist Generation are witnessing the fragmentation, or pluralism, of our society on many other fronts as well. The Plurals' formative years are spent watching the erosion of dominant media; the rapid emergence of fragmented and niche-based voices; growing conflicts surrounding demographic changes; and the second-longest economic decline in U.S. history. In a departure from the optimism of the Millennials, the Pluralist Generation is the least likely generation to believe in the American Dream.

Marketers looking to engage kids, tweens and teens must now understand the Pluralist. "Our culture has come to accept Millennial behaviors and attitudes as the norm for tweens and teens but those kids are no longer Millennials, they are Plurals," said Hartwell.

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By Joseph Rydholm, Quirk's Editor

What's on your mind, researchers?

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Joe Rydholm can be reached at joe@quirks.com

As part of our annual corporate researcher salary survey (see the June issue for a full write-up), we always include a few open-ends to add a little color to the proceedings. In previous years we have asked respondents about the biggest challenges facing marketing research and about their views of what is needed to improve the reputation and standing of marketing research as a profession.

This year we asked researchers to tell us what they would like to know from their peers at other companies, with the aim of trying to understand some of the issues that shape their views of coming to work each day.

A number of responses centered around the work-life balance (or lack thereof), with respondents wondering about the number of hours worked; how much, if any, telecommuting is allowed; and how often their peers end up bringing work home. Others touched on hiring and professional growth, wondering how others stay current; if they have internal or external mentors; what career paths they have taken, etc.

The bulk of the remaining questions fell into three general categories.

First, **internal perceptions of the research function**:

"LOL. I could write a book on this. How do you manage internal clients? To what extent do you drive the usage of your reports? How do you collect data faster?"

"How important is research in your organization? Are research employees treated the same as other employees within marketing? Do other groups in your organization get/take credit for the insight generation work that you do?"

*"How do you *consistently* show your relevance to the company?"*

"Where is market research within the corporate structure? Who controls the market research budget? When was the last time you (or the head of the research unit) discussed research implications with executive leadership?"

"How connected are you to the implementation process after the results are presented? Do you stay on as a thought partner/seat at the table? Or does your involvement come to an end? Also, how PROACTIVE in recommending research are you vs. conducting only research your internal clients request of you?"

"How is the information you provide used by your company? What percent of research is proactive and what percent of research is reactive?"

"What are your best practices for gaining influence among your internal clients?"

"What department does market research/consumer insights fall under (marketing, R&D, sales, etc.)? What department would you prefer that insights/research fall under? Which other departments do you work the closest with?"

Second, the act of **doing research in today's tough climate**:

"In the current low-cost bid environment, how do you determine what is 'good enough' when delivering research results?"

"How do you manage people who want to do their own ad hoc research?"

"How are other client-side researchers faring, managing multiple projects with minimal staff?"

"What kinds of information are your clients more and more interested in these days?"

"What are you doing that is new and delivers accurate results?"

And third, **perennial problems** that never seem to change:

"What are the most effective ways of communicating conflicting information streams to senior management?"

"As a corporate researcher, how do you handle the interoffice politics of which projects get done when?"

"What do you do when upper management doesn't seem to have time for a new study you performed? Do you stop producing independent research?"

Finally, one researcher is seeking the answer to a question that's top-of-mind no matter what your role in the industry is:

"What really is the next big thing in market research?"

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ID 20120702

IN FOCUS

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

Q // Survey Monitor

••• social media research

TV turning social

Consumers OK with cross-platform calls to action

Social media is showing signs of connecting with TV viewers, as nearly two-thirds of U.S. consumers recall seeing social media symbols while watching television, according to research from Chicago consulting firm Accenture. Moreover, one-third have answered the call to action after seeing a social media symbol on TV.

Among the 1,000 viewers surveyed, the majority said they had noticed and were also familiar with how to interact with social media symbols while watching TV, including the Facebook Like symbol (42 percent); QR codes (28 percent); Twitter hashtags (18 percent); and Shazam symbols (9 percent). One-third said they had actually interacted with the symbols while watching TV by Liking the TV program on Facebook (20 percent); scanning a QR code (11 percent); searching for the hashtag on Twitter (7 percent); or scanning the Shazam symbol (5 percent).

quirks.com/articles ID 20120703

Obtaining more information about a show, product or service was the greatest motivator for interacting with a social media symbol while watching TV, cited by 43 percent of the participants who have done so. Other motivations included getting coupons and promotional codes (32 percent); entering a contest/sweepstakes (31 percent); watching another video (26 percent); interacting about the show or product on social media (26 percent); connecting with others with similar interests (21 percent); sharing or recommending a video/program to others (20 percent); and making a purchase (16 percent).

Sixty-three percent of participants ages 18-to-24 said they have interacted with social media symbols while watching TV. The numbers dropped to 46 percent among 25-to-34-year-olds; 44 percent among those 35-to-44; 19 percent among those 45-to-54; 24 percent for 55-to-64-year-olds; and 11 percent of those 65+.

Both men and women who interacted with social media sites were most interested in getting more information about the show (39 percent and 48 percent, respectively). Women were also motivated by getting coupons or promotional codes (40 percent) and registering or signing up for something (34 percent). Males were more interested in interacting with social media to watch another video (35 percent) or entering a contest or sweepstakes (34 percent).

Seventy-four percent of those who received content via social media symbols while watching TV said it just met expectations, compared with 10 percent who said the content did not meet expectations and 15 percent who said it exceeded expectations.

When participants were asked why they had not interacted with social media while watching TV, 60 percent said they did not think they would be interested in the content they would receive. Fewer participants said they were not sure how to interact with social media symbols (23 percent); had not downloaded the necessary application for scanning social media symbols on their mobile devices (15 percent); or did not have time to scan a social media symbol because it was not displayed long enough (11 percent).

The survey pointed to dramas and comedies as the top genres where con-

sumers would like additional information and interactivity. Thirty-five percent of participants said dramas and comedies, compared to news programming (31 percent); sporting events (29 percent); reality shows (23 percent); lifestyle/cooking/home shows (20 percent); game shows (19 percent); talk shows (16 percent); and live non-sports events (15 percent).
www.accenture.com

••• electronics research

High-tech for low-stress

Majority of consumers use technology to simplify their lives

What people want most from their smartphones, tablets, home theater and home appliances is simplicity. More people prefer technology to be easy to use (54 percent) and simplify their life (46 percent) than entertain them (35 percent) or signal who they are to the world (11 percent), according to the Ketchum Digital Living Index, a study from New York communications firm Ketchum based on feedback from 6,000 consumers in six countries. Unfortunately over three-quarters of consumers said they are not very satisfied with technology's ability to make life simpler.

"The most surprising finding in the study is the overwhelming desire for simplification. It seems counterintuitive when technology is always about being bigger or better or faster but the data show that what people really want is to understand how all of these devices can get them to their desired experience easily," says Esty Pujadas, partner and director of Ketchum's global technology practice.

The Index reveals that there are four kinds of Digital Living natives. The largest group are the Enthusiasts (37 percent of the study's global population), who are passionate about technology and willing to sacrifice simplification for empowerment. The next-largest are Infomaniacs (25 percent), who value getting information and discovering new experiences more than relating better to other people. Pragmatists (22 percent) are less likely to love technology but value it as very helpful in relating better to others; getting things done; and managing health and wellness. Disconnects (16 percent) are noticeably unemotional about technology and place a high value on simplification versus empowerment or enrichment.
www.digitallivingpr.com

••• financial services

Benefits packages going to waste?

Employees unprepared for retirement, despite employer support

Employers and their employees hold different perspectives on how to best achieve retirement preparedness through 401(k) plans. Despite efforts by employers to educate workers on the 401(k) offering, most workers are unengaged and financially unprepared for retirement, according to studies conducted by CFO Research Services, New York, and Koski Research, San Francisco, on behalf of San Francisco investment management company Charles Schwab.

More than half of employers report that employees participating in plans are not taking full advantage of the investment options, features and services offered in connection with 401(k) plans. To better engage employees, the majority of employers plan to make as much or more extensive use of traditional outreach methods, including interactive planning tools (93 percent); printed educational materials (93 percent); and in-person workshops (81 percent). Only 16 percent of employers plan to adopt or promote personalized savings and investment management

through a third-party adviser.

A growing number of employers are using or considering the use of automatic solutions. In total, 45 percent are currently auto-enrolling employees and another 25 percent are very or somewhat likely to do so.

Relatively few 401(k) participants have the desire to manage their own workplace savings plan. More than half (52 percent) say they don't have the time, interest or knowledge to properly manage their 401(k) portfolio and 73 percent spend less than eight hours per year managing their 401(k) plan account. Fifty-six percent do not review plan-related education materials they receive. Nearly one-third don't know they pay any fees for their 401(k) plan. Of the 70 percent that understand they pay some sort of fees, 95 percent don't know about investment fund operating expenses and 67 percent don't know about plan administration fees.

A significant majority (83 percent) say they are interested in receiving professional investment management from their employer. However, this interest does not translate into action, as just one in 10 participants actually takes advantage of 401(k) investment management advice when it is offered.

Other survey findings indicate that 61 percent of respondents have calculated the savings they believe they will need for retirement. Among this group, 84 percent were confident that their savings would last. Respondents reported on average that they feel they need to bridge an eightfold gap between how much they have saved and how much they calculated they would need in retirement.

www.schwab.com

••• retailing

Fashion cents

Apparel shoppers love the thrill of hunting for deals

The Great Recession may have left an indelible imprint on American shopping behavior, as apparel shoppers are still sale-savvy with a penchant for promotions. Fifty-eight percent of shoppers say they enjoy shopping for sales and discounts on apparel purchases and 56 percent agree that getting a great deal on apparel is like a sport for them, according to a study from Columbus, Ohio, research company BIGinsight. Thirty-six percent indicate coupons are essential when buying clothes but fashion is not lost on the sale rack, as 43 percent try to recreate high-dollar looks on a low-dollar budget.

Adult shoppers agreed that the following statements are somewhat or very true: I browse social media sites and/or blogs for outfit ideas (20 percent); I enjoy looking through catalogs, direct mail advertisements and circulars for apparel (48 percent); I enjoy shopping for apparel sales and discounts (58 percent); I plan my shopping trips for apparel around the coupons I have (33 percent); I think that shopping for apparel is a necessary evil (39 percent); shopping for apparel is one of my favorite pastimes (32 percent); the price of a garment is one of the last things I look at when shopping for apparel (21 percent); and value and everyday low prices are more important to me than apparel sales or discounts (49 percent).

www.biginsight.com

••• nonprofit/charities

Pass the buck

Rich and poor alike, non-donors wish they had the means to give

Many Americans who don't financially support nonprofit organizations believe it's really someone else's responsibility to provide this support – specifically someone with more money. Trouble is, the people with more money are just as likely as those from low-income households to wish they had enough to share with nonprofits. A majority of non-donors also have concerns that most nonprofits aren't really solving any problems and that too much of their money would go toward overhead and expenses to make their gift worthwhile, according to a study conducted by Grey Matter Research, Phoenix.

At the same time, some desire to help still exists. Most non-donors claim they wish they had enough money to be able to give to nonprofit organizations. Eighty-three percent agree that "I wish I had enough money to be able to give some to nonprofit organizations."

However, perceptions of what "enough money" means may also vary from one person to the next, considering that non-donors from households earning $100,000 or more annually are just as likely as those from households earning under $20,000 to wish they had enough money to donate some.

Although many non-donors wish they could support nonprofits, most also believe the onus should not be on people like them to provide this support. Eighty-one percent of all non-donors agree with the statement, "People who have a lot of money need to step up and support nonprofit organizations, rather than people like me providing the support."

Four out of 10 non-donors agree with the statement, "Any gift I could afford to give to a nonprofit organization really isn't enough to make a difference." People from households earning under $20,000 annually and those from households earning $100,000 or more are equally likely to hold this perspective.

Efficacy also concerns many non-donors. Fifty-seven percent worry that most nonprofit organizations don't actually solve any needs or problems – they just provide short-term solutions and the needs or problems are still there.
www.greymatterresearch.com

••• employee research

The language of business

Global employees default to English during foreign interaction

Just over two-thirds of global employees in 26 countries who say they work in a job that requires them to interact with people from other countries indicate the language used most often in those interactions is English, according to an online poll conducted by Paris research company Ipsos on behalf of Reuters News, New York.

Over one-quarter of global employees work in a job that requires them to interact with people who live in other countries. Employees from India (59 percent); Singapore (55 percent); Saudi Arabia (50 percent); Hong Kong (44 percent); and South Africa (42 percent) are most likely to say so, while those from Japan (9 percent); Russia (13 percent); Poland (14 percent); and Hungary (14 percent) are least likely. Demographically, those most likely to work in a job that requires international interaction have a high level of education (38 percent); high household income (33 percent); and are under the age of 35 (31 percent). Gender and age seem to have no statistical bearing on the dominant language used for foreign business.

At 76 percent, North America has the highest proportion of employees reporting the main language they use to communicate with people from other countries is English, followed by Asia-Pacific (72 percent); the Middle East and Africa (67 percent); Europe (63 percent); and Latin America (33 percent).

Sixty-one percent of those employed who have interactions with people who live in other countries say the language they use most often for those interactions is different from the one they learned as a child. This is particularly true for those with a high level of education (68 percent); those under the age of 35 (67 percent); and of those from Asia-Pacific (68 percent) and the Middle East and Africa (67 percent). When asked the language first learned as a child, one in four (24 percent) employees who work in a job that requires them to interact with people from out of the country say that language is English.
www.ipsos.com

IN FOCUS

Product and Service Update

••• online research

Webtrends heats up

Heatmaps add-on assists with site analytics

Portland, Ore., research company Webtrends has released Webtrends Heatmaps, an offering designed to provide insight into online visitor interactions and site activity. Heatmaps aims to help interactive marketers test the effectiveness of buttons, links, menus, widget positions and site layouts; identify and monitor conversion effectiveness; improve content availability and accessibility; analyze user behavior to improve usability and information architecture; and present site activity trends to non-technical audiences.

Available as an add-on for Webtrends Analytics On Demand customers, Webtrends Heatmaps are integrated into the Analytics 10 platform, providing dashboard access to mobile site and Web site visualization overlays. Using architecture designed for scale, Webtrends Heatmaps are intended to analyze click data for brands of any size, without limitations on the number of domains or pages and can be deployed anywhere across sites and pages.
www.webtrends.com/heatmaps

quirks.com/articles
ID 20120704

••• data analysis

Getting a BrandEdge over the competition

Companies partner to offer cloud-based consumer analytics

Bangalore, India, IT consulting company Infosys; London communications group WPP; and Fabric, a WPP research technology company, have released Infosys BrandEdge, a cloud-based consumer analytics offering designed to help large-scale organizations simplify digital marketing measurement. BrandEdge offers integrated marketing and technology support on a single platform to address digital marketing activities, including creation and management of digital properties, data management, coordination with multiple partners and campaign execution.

The platform comprises four modules (build, listen, understand, engage) to allow marketers to build digital assets; listen to and understand target segments; and engage consumers across various digital channels.

Build: BrandEdge helps marketers create, manage and reuse digital properties and brings together internal and external stakeholders for collaboration, reducing costs and time-to-market.

Listen: The solution integrates owned and earned digital asset data with customer relationship management data and other third-party data sources to allow organizations to set measurement, privacy and security standards.

Understand: BrandEdge also provides intelligence to analyze consumer behavior across multiple digital channels. The reports enable marketers to improve targeting of existing consumers and the analytics help identify new segments.

Engage: Finally, BrandEdge helps marketers maintain homogeneity in communication across digital channels by providing a common gateway to a catalog of pre-integrated marketing tools to connect with consumers across digital channels.
www.infosys.com

••• ad research

Mapping the Genome

Yahoo! solution to measure and manage online ad campaigns

Yahoo!, Sunnyvale, Calif., has launched Genome, an online advertising solution that combines Yahoo! data; New York technology company interclick's third-party data; advertisers' first-party data; and a premium media footprint. Genome is the result of a display ad agreement with Microsoft and AOL, as well as Yahoo!'s December 2011 acquisition of interclick, to create an audience-buying solution with greater targeting and personalization capabilities.

Genome is designed to use data to improve advertiser ROI and provide marketers with actionable insights to overcome industry challenges, such as the proliferation of data, fragmentation of technology and outdated planning and buying techniques.

Key features include a data set that comprises Yahoo!'s proprietary registration, search and behavioral data, advertiser information and data from partners; a premium media footprint that allows marketers to access Yahoo!'s guaranteed and non-guaranteed premium inventory, as well as inventory available from the Yahoo!, AOL and Microsoft partnership; an insights and analytics suite that uses campaign and user analytics to anticipate, optimize and measure audience performance; audience technology designed to work with massive data volumes, real-time marketplaces and multi-vendor solutions; and privacy-enhancing tools,

such as a global opt-out, Ad Interest Manager; and Do Not Track.
www.genomeplatform.com

••• audience research

Guaranteed results for mags

GfK risk management offering promises total-readership measurement

New York research company GfK MRI has launched its Audience Risk Manager system, a syndicated solution designed to allow magazine publishers to offer performance guarantees based on a publication's total audience, total advertising audience or actions-taken audience. Audience Risk Manager aims to enable magazines to leapfrog over performance metrics offered by other media by guaranteeing on audiences further down the purchase funnel.

Audience Risk Manager is a Web-based system that uses historical GfK MRI magazine data to generate metrics showing the probability that a given advertising schedule will achieve a given audience level. It allows buyers and sellers to use historical performance data of magazine titles, magazine genres or advertised brands as the reference point when building a custom guarantee, such as guaranteeing how many people will read given issues of a magazine; guaranteeing how many people will recall a specific ad appearing in given issues of a magazine; and guaranteeing how many people will take an action as the result of seeing a specific ad in given issues of a magazine.
www.gfkmri.com

••• ad research

Express delivery

Phoenix debuts 24-hour insurance ad testing service

Phoenix Marketing International, a Rhinebeck, N.Y., research company, has made available its AdPi (Advertising Performance Indicator) Express scorecard, a tool for insurance companies to measure the effectiveness of print and television advertisements.

AdPi Express works with a national sample of at least 200 qualified purchasers to test four finished television/print ads from client insurance companies or their competitors. The results are available within 24 hours and are designed to include quantitative and qualitative insights on several attributes, including effectiveness of the message; degrees of cognitive and emotional connection; brand portrayal and recall; and likelihood of the consumer to take action.
www.phoenixmi.com

••• ad research

Target for TV

Ace Metrix enhances its ad effectiveness platform

Ace Metrix, a Mountain View, Calif., television analytics company, has debuted Ace Metrix Target, an addition to its analytics platform that is intended to allow advertisers to identify specific key audiences and access creative ad performance data for their ads and their competitors.

Ace Metrix's approach features a method for systematically scoring every nationally-breaking TV ad, as well as a mechanism for delivering results to advertisers within hours of an ad's debut.

Ace Metrix Target is designed to allow marketers to measure ad effectiveness using the largest targeted sample sizes based on specific demographic, ethnographic or psychographic criteria; view comparable ad results against the competitive landscape; access and assess results within hours of scoring; and compare and contrast targeted ad results for the same ad scored by general population.
www.acemetrix.com

••• text analytics

Measuring the margins

Companies partner to take text analytics to niche sites

Reston, Va., research software company Clarabridge Inc. and New Brunswick, N.J., research company Connotate Inc. have partnered to combine Clarabridge's text and sentiment analytics with Connotate's online data to allow financial services, pharmaceutical and market research professionals to collect customer feedback data from niche online platforms. The partnership is designed to help manage and measure unstructured data, such as online customer reviews and social media feedback. The partnership aims to improve cross-departmental collaboration and enterprise-wide voice of the customer initiatives.
www.connotate.com

••• research services

Need assistance? Use the LifeLine!

Polaris service aims to make research more affordable, accessible

Polaris Marketing Research Inc., Atlanta, has launched Research LifeLine, a Web-based service designed to provide marketing research assistance to businesses of all sizes. Research LifeLine offers three basic services:

1. A help center featuring white papers, questionnaire samples, calculators, Webinars and video tutorials to answer questions about marketing research. Most resources are available at no cost.

2. Simple answers to simple questions. Many questions about marketing research are relatively simple to answer and Research LifeLine's experts can answer them quickly and easily. These answers are provided at no cost.

3. Professional marketing research backup. Research LifeLine's staff of marketing research professionals will take over any part of any project for an hourly rate.
www.researchlifeline.com

••• qualitative research

Online meets mobile?

House of Marketing Research integrates online focus groups with mobile devices

House of Marketing Research, Pasadena, Calif., has updated its online focus group offering to provide access to participants from both computers and mobile devices. Computer users can access forums via a Web-based system that works within all newer browsers and on any type of computer, without installing additional software. Focus group moderators can engage with participants in groups or individually and participants can post responses at their leisure, including video, chat, images, audio or Web links.

Participants can also get involved in research sessions using mobile devices with text capabilities. Through two-way SMS integration, researchers can send notifications or questions to participants who can text back their responses. IPhone users can share images and videos via the iPhone library or on the fly.

Moderators can conduct discussions in group, individual or blinded/masked modes to reduce group bias and can segment participants into subgroups as desired. The system provides user activity reports and transcripts available in text, Microsoft Word or Microsoft Excel.
www.hmr-research.com

••• mobile research

Revamping Mobile Metrix

ComScore updates browser and app audience insights across smartphones

Reston, Va., research company comScore Inc. has launched Mobile Metrix 2.0, the latest version of its mobile behavioral measurement service. Mobile Metrix 2.0 brings comScore's Unified Digital Measurement to smartphone devices, combining passive on-device measurement with census-level data to provide a view into actual U.S. mobile media usage across apps and mobile browsing.

Mobile Metrix 2.0 is designed to enable reporting of unduplicated audience sizes across app and browser usage. Mobile Metrix 2.0 also allows segmentation of consumer activity across iOS, Android and RIM platforms.
www.comscore.com/mobilemetrix

••• social media research

Preventive brand maintenance

Updated tool examines how brands are reflected in social media

Evolve24, a Maritz Research Company, St. Louis, has introduced Mirror 2.0 to help businesses use social media intelligence to gain insights, problem-solve and anticipate risk. Mirror 2.0 uses emotional index scores to prioritize social media data and surface unseen risks and future trends in the data. This allows companies to identify issues related to reputation, consumer opinion, brand and public perception.

Mirror 2.0 includes an interactive dashboard; social and traditional media from around the world, available in over 30 languages; proprietary emotional drivers, such as trustworthiness, dread and uncertainty; algorithms for mining and indexing the social media landscape; Discover 24, a search designed to provide related material for context; and the ability to incorporate offline research methodologies. In addition, evolve24's research analysts recommend steps that brand managers, reputation stewards and corporate officers can take to respond to customer perceptions.
www.maritzresearch.com/mirror-2.0

••• panel research

Automotive access

SSI debuts platform analyzing the global car market

Shelton, Conn., research company SSI has introduced SSI Automotive, a panel designed to provide market researchers targeted access to car owners and buyers across the world's largest car markets, including the U.S., China, Germany, Japan, Korea, Brazil and China. Researchers can identify and recruit customized audience segments or choose from 10 standard selection options. In addition to sampling and data collection, SSI Automotive also provides programming and hosting, survey translations, data processing and appending, weighting, coding and tabulations.
www.surveysampling.com

••• reporting software

A more mobile-friendly Beacon

Deciper adds mobile reporting to survey software suite

Fresno, Calif., research company Decipher Inc. has added a mobile field reporting function to Beacon, its market research platform. The mobile field reporting tool aims to offer nearly all the functionality of Beacon's standard field report module, including screens for completions, campaigns, terminates, drop-outs and quotas. Users can apply sorting and filter options to project lists for fast access and can e-mail field reports to clients or partners for on-the-go updates directly within the new tool.
www.decipherinc.com

••• Briefly

■ Focus Pointe Global, a Philadelphia research company, has developed a Web-assisted recruiting software program for focus groups. With improved data collection and virtual interface capabilities, the program is designed to allow for automated online screening and access to a marketing research online community.
www.focuspointeglobal.com

■ Radius Global Market Research, New York, has added Menu-Based Choice Modeling to its suite of quantitative approaches for building custom research solutions for marketers. Menu-Based Choice Modeling is designed to offer a purchase simulation in cases where customers select a group or bundle of products or services from a menu of options.
www.radius-global.com

■ Encino, Calif., research company uSamp has announced the next generation of SampleMarket, its self-serve panel access platform. The latest version features the ability to purchase respondents from around the world and pay for those respondents in their home currency.
www.usamp.com

■ Aubertin Publishing Ltd., a London research and consultancy company, has launched Post MR Report, a site designed for small market research companies to list their research on a dedicated site. Users can 1) list the report (free); 2) list the report and have it featured ($25); or 3) list the report and have it featured and hosted on Post MR Report's server for immediate purchase ($55).
www.postmrreport.com

■ Accelerant Research, Charlotte, N.C., has released BlogNog 3.0, the latest version of its online qualitative research platform. Improvements are designed to allow moderators to place all types of questions anywhere within the study, providing public and private probing capabilities and control over when participants can see subsequent questions. Accelerant will continue to offer BlogNog free of charge to students and faculty for academic-related purposes.
http://blognog.com

■ New York data solutions company SocialGuide has launched its Spanish-language Social TV tracking via the SocialGuide Intelligence (SGI) platform. SGI is designed to analyze the social activity for networks, programs and individual episodes to identify social trends and discover new opportunities for clients to engage with the social audience for linear TV. New York broadcasting company Univision is its first partner.
http://sgi.socialguide.com

■ Informa Research Services Inc., Calabasas, Calif., has released its Informagic Mortgage Plus (IM+) module, designed for retail mortgage originators to monitor competitor pricing for any loan scenario daily. The IM+ tool provides rates, points, APR, fees and loan-level pricing adjustments, in addition to mass data-export capabilities.
www.informars.com

■ Columbia, Md., research company Arbitron Inc. has added tablet measurement to its UK Arbitron Mobile Trends Panels service.
www.arbitron.com

■ Reston, Va., research company comScore Inc. has launched its validated Campaign Essentials measurement solution in Spain.
www.comscore.com

■ D3 Systems, a Vienna, Va., research company, and the Afghan Center for Socio-economic and Opinion Research have released the third wave of Afghan Futures, an ongoing national survey of public attitudes in Afghanistan, with analysis by Langer Research Associates, New York.
www.d3systems.com

■ Catalyst Healthcare Research, Nashville, Tenn., has released What's Reasonable? Patient and Clinician Perspectives in Provision of Service, a national study based on feedback from 400 Baby Boomers and a group of patient experience professionals.
www.catalysthealthcareresearch.com/whatsreasonable-publicstudy

■ The Natural Marketing Institute, a Harleysville, Pa., research company, has released Strategic Trends and Insights in Health and Wellness. The study addresses healthy lifestyle behavior from the consumer's point of view.
www.nmisolutions.com

■ Surrey, U.K., research company EasyInsites and Mom365, the U.S. sister company of U.K. parenting club Bounty Ltd., have launched the Mom365 panel, which will comprise approximately 40,000 expectant and new moms. The panel will be available via Cint Access from Stockholm, Sweden, research company Cint.
www.mom365.com

■ Stockholm, Sweden, research company NORM has launched a subgroup of expectant mothers as part of its TalkToParents.se research panel. At least 4,000 pregnant Swedish women are committed to joining the panel evenly over the next year. The panel also includes a monthly omnibus that targets 300 pregnant Swedish women, half of whom will be expecting their first child.
www.norm.se/family

■ New York research company WorldOne's panel of medical professionals in Japan has exceeded 100,000 members.
www.worldone.com

■ London research company YouGov has launched Citibus, a specialist omnibus service that aims to reach nationally-representative and specialist samples in major cities in the U.S. and internationally.
www.yougov.co.uk

■ The CASRO Institute for Research Quality, Port Jefferson, N.Y., has awarded Cincinnati research company Burke Inc. the ISO 20252 certification for quality. ISO 20252 establishes quality standards for market, opinion and social research organizations.
www.cirq.org

■ Perception Research Services International, Fort Lee, N.J., celebrated its 40th anniversary in April.
www.prsresearch.com

Why your research strategy needs mobile

| By Dave King

snapshot

Research companies ignore mobile at their own peril, the author says. As smartphones proliferate, so too will the demands for tools that deliver research on the go.

If you want to gather meaningful insight from your customers, should you consider mobile an essential component to that plan?

When discussing surveys on mobile devices, many draw a parallel between the current rise of mobile and the introduction of online surveys more than 10 years ago when online began to replace paper and telephone surveys.

While similarities do exist, this comparison involves one major difference: the transition to online surveys was something marketing researchers consciously chose to make or avoid. Unless online was offered as an option to the respondents, it wouldn't be available to them. If no alternatives were provided, respondents had no choice about what channel to use.

This is a different case with today's mobile-enabled respondents. With the massive growth of mobile data usage you can't be sure that the survey links you send out will be opened from a desktop. Many respondents will open the links from a mobile device, so if your survey is only designed to render on a desktop, the overall survey experience for mobile users won't match up.

Therefore, in many industries, mobile has transitioned from a nice-to-have to a must-have in order to provide a progressive, comprehensive marketing research strategy.

For making mobile a successful component in your market research strategy, consider some of the following reasons why mobile can no longer be ignored:

Because mobile is everywhere. Mobile devices are proliferating, particularly in emerging markets. This allows survey creators to reach key demographics that were previously difficult or impossible to access, including young people, busy businesspeople and people in markets such as India, China, Latin America and developing regions of Africa.

Not only is it everywhere, but the reach of mobile will continue to grow in 2012:

- At the end of 2011, there were six billion mobile subscriptions, estimates the International Telecommunication Union (2011). That is equivalent to 87 percent of the world population. And is a huge increase from 5.4 billion in 2010 and 4.7 billion mobile subscriptions in 2009.
- Last year, the smartphone audience in the EU5 (U.K., France, Italy, Spain and Germany) achieved a significant 44 percent increase to 104 million subscribers, representing 44 percent of all mobile users.[1]
- The U.S. saw an even stronger increase of 55 percent to 98 million smartphone subscribers and for the first time surpassed feature phones in terms of new mobile acquisitions.[2]

If you choose to ignore the dramatic increase in adoption rates and fail to implement a mobile strategy, you're going to exclude a significant customer segment that prefers to respond to surveys via mobile devices.

Because user experience matters. How often do you have time to sit down at a desktop computer to respond to a lengthy survey? If you're not currently optimizing surveys for touch-screen mobile devices, are you damaging the overall user experience?

User experience should not be underestimated. Mobile must be personal, relevant and timely or consumers won't engage.

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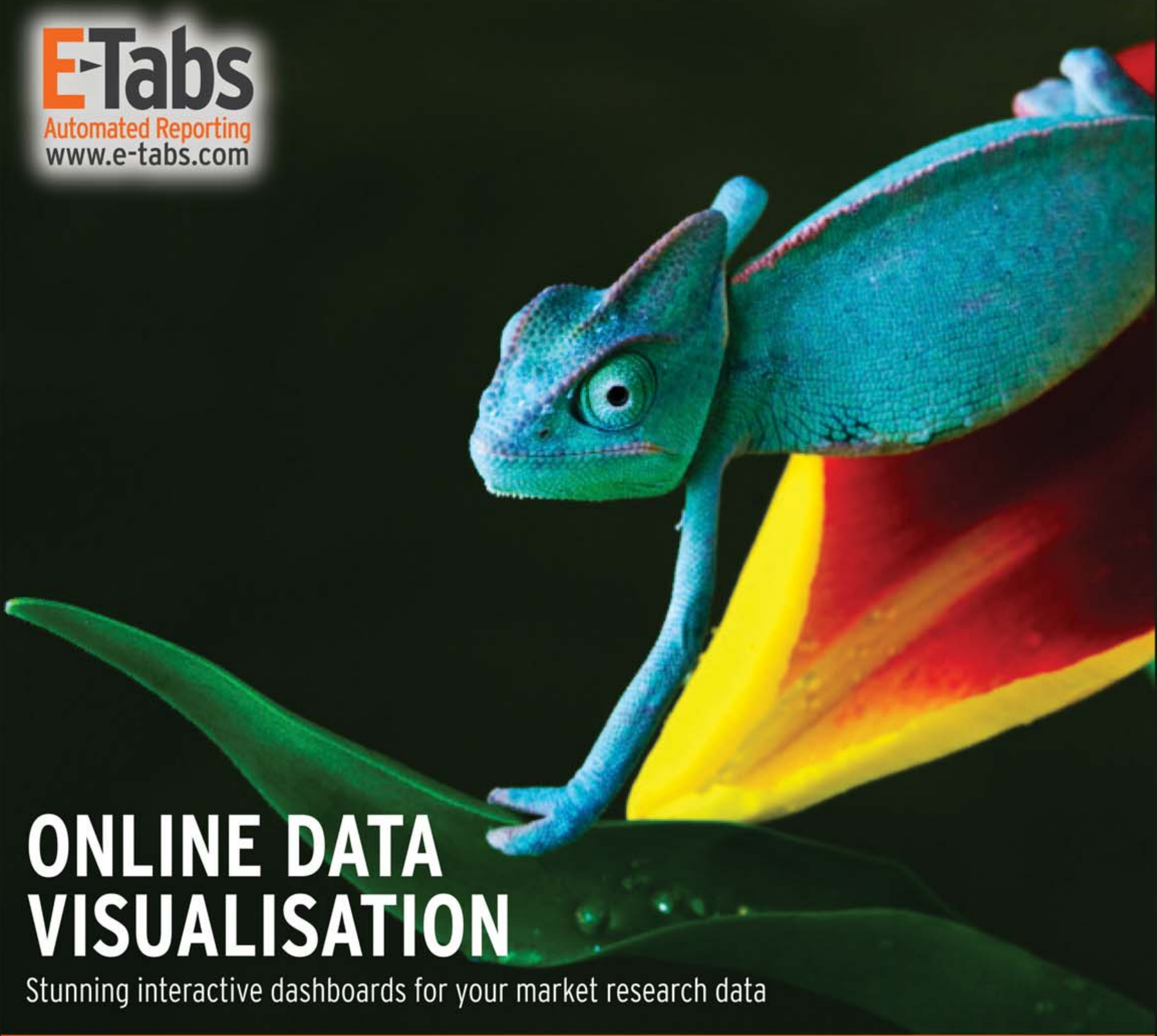
E-Tabs
Automated Reporting
www.e-tabs.com
ONLINE DATA VISUALISATION
Stunning interactive dashboards for your market research data

As markets and technology evolve, and participation rates decline, gathering data from time-starved consumers is a real challenge. Researchers use numerous approaches for gathering customer insight – telephone interviews, face-to-face, Web surveys, mail-in surveys, roundtables and online forums, to name just a few – and all work to some degree for giving a company a look into the opinions and thoughts of its customers.

Mobile adds a new layer of agility that other research methods lack. For time-crunched respondents, surveys can be completed during downtime, while running errands or waiting for a meeting to start. Surveys optimized for mobile devices usually allow users to save answers until later. This feature appeals to users who will ultimately complete subsequent surveys. In general, user enthusiasm will be higher, since those who feel they're getting more done on a device won't see the survey as overly interruptive to their days.

Time isn't the only piece of user experience; survey design should also be optimized for the mobile user experience. The wide variety of handsets, displays, applications and functionalities has generated a certain level of inconsistency, therefore it's no easy task to produce a survey that will display in a similar way on the various devices that your customers are currently using. To ensure that mobile technologies can be optimized fully, companies should: use short surveys, a quickly-emerging industry standard; detect participants' mobile devices in order to use the right display mode; show questions in a manner that's engaging for the respondent.

Because it gives you more useful information about your customer. For companies that want to gain a holistic view of their customers, mobile research offers very specific benefits that allow businesses to develop a conversation with customers, creating a shift from monologue to dialogue.

Multimedia capture is an essential part of this. As companies compete to gain deeper, more relevant insights, photos, audio and video all offer new ways for customers to be entertained and engaged while providing rich feedback.

Geolocation, which enables researchers to determine where the respondent is located (with the individual's consent), is another specific benefit associated with the mobile channel. This allows companies to develop more targeted location-based engagement opportunities and generate many useful applications such as customer segmentation based on territory, store location, influence maps, etc.

Another obvious benefit has to do with the ability to capture customers' opinions in the moment, closer to the point of purchase or experience with less bias, recall issues and influence from the brand. For researchers, this can mean more accurate data, more truthful opinions and more engaged respondents, which translates to higher quality feedback for companies.

Another way of adapting

Marketing research evolves constantly and adding mobile is another way of adapting to that change. With mobile research, you must excite, involve, listen and entertain if you want to maintain engagement; mobile users will disengage faster than from any other medium.

While mobile provides many new opportunities for researchers, it seems that relatively few MR companies are actively incorporating smartphone-friendly approaches. Only about 15 percent adjust their online surveys to make them suitable for smartphones and many companies (approximately 30 percent) have no policy for smartphones. Another 30 percent are happy to allow participants to take their surveys on smartphones but do not bother to modify them.[3]

Companies that fail to incorporate mobile in the near future will no doubt be left behind, while those that recognize the worldwide adoption of mobile, consider user experience and understand the new advantages that mobile can offer will reach their station destination more profitably and faster than the competition.

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Mobile qualitative finally hits its stride

| By Jim Bryson

snapshot

The promise for conducting qualitative research using mobile phones is great but the technology has been slow to deliver on that promise – until now.

Mobile has long been a buzzword among market researchers – and for good reasons. For starters, mobile phones are ubiquitous: At the end of 2011, there were nearly six billion mobile subscribers worldwide, according to the International Telecommunication Union. That is a huge pool that actually dwarfs the number of computer users in the developed and developing world.

Next, consider the fact that most people are within arm's reach of these devices the majority of the day, meaning engagement could be possible morning, noon or night, wherever those subscribers might be. Like shopping for baby food at the grocery store. Or at the county fair. Maybe they're cheering on the home team at the baseball field. Or exploring a new city on a family vacation. Or simply sitting at home in front of the TV, about to tune in to a new show.

All of these scenarios offer the potential for gathering what every researcher dreams of: in-the-moment insights. Capturing feedback as an event is occurring (or within minutes of it) means getting the most complete and unfiltered view of a consumer's behavior, thought process and emotional state. In-the-moment feedback can be far more accurate than what you'd get from an in-person focus group or even online bulletin board, where you're relying on participants to recall information from days (or even just hours) ago. Also, using a phone's camera, mobile research allows you to view real-time pictures and videos, letting you actually observe what's going on with participants' lives without having to leave your office. That's a huge time and money saver.

Finally, one often-overlooked but important aspect of all research is the participant experience. At our firm, we've found that participants actually enjoy interacting with the research when it's delivered through their mobile device. The mobile device gives them an easy, top-of-mind way to document their activities, as compared to paper journals or other more traditional methods of data collection. And, we've found, mobile communication feels much more like interacting with a "real live person" to them. Many mobile research participants have commented to us that they felt like they were having a conversation with their moderator and looked forward to getting more messages.

Insights they crave

So if mobile phones can give researchers the deep qualitative insights they crave and participants a research experience they enjoy, why was actual usage of mobile qualitative research only about 13 percent in 2011, as reported by the 2012 GreenBook Research Industry Trends report?

For gathering quantitative insights, mobile phones have already proved their worth. But mobile qualitative, while always a hot topic at conferences, has been more hype than substance in terms of its use by research firms.

The reality is, mobile hasn't been able to provide the full depth of insight that many researchers are accustomed to gathering because the technology just hasn't been robust enough. Mobile has relied mostly on text messaging (SMS) as a data collection method. And due to the nature of mobile communication (not to mention those tiny keyboards), participant responses tended to be succinct touchpoints with less detail than you'd typically find in a

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bulletin board, online focus group or face-to-face group. As such, mobile research often was combined with another method in a hybrid study (more than 80 percent of the mobile studies we saw at our firm in 2011 were hybrid projects).

But that's all changing. Just like a good laptop computer no longer costs thousands of dollars, mobile qualitative technology no longer has to be combined with another data collection method to be useful. Today's mobile qualitative research tools are about more than simple messaging – they have evolved into effective (and robust) mobile engagement tools. Here are a few examples of how today's mobile tools can augment a qualitative research project.

Mobile access to bulletin boards

The online bulletin board focus group solves many problems researchers face, like time and budget constraints and reaching busy or geographically dispersed participants. But with all of its benefits, the bulletin board focus group still has at least one drawback: participants need access to a computer, which is not always available. Enter mobile access to online bulletin boards. Using an app, respondents can participate in a bulletin board discussion using their mobile phones. Participants can make entries, including text, picture and video submissions, from anywhere. And researchers can design projects that respondents can complete untethered from their PCs.

That's important because we may soon be living in a world where mobile capabilities will overtake online – at least in certain parts of the world. Broadband Internet access is widely available in the United States but in other regions, particularly in developing countries, that's not the case. Mobile phones, on the other hand, are integrated into the mainstream across the world, with emerging markets like China and India accounting for much of the growth.

Case study: The management behind a major sports event wanted to understand how fans interact with the event's live commentators. Participants were recruited to four bulletin board discussions that they could access via their mobile phones. The boards were conducted over a three-hour sporting event, with participants being asked to log on every 30 minutes, with each log-on period taking about five-to-10 minutes. Without mobile access, participants would either have had to sacrifice their event experience by being stationed in front of a computer or would have had to participate after the event ended, which would have meant missing out on valuable in-the-moment feedback.

Self-guided shop-alongs

Shop-alongs used to mean accompanying a participant on a shopping trip (which could make for an awkward experience) or asking a participant to recall what he or she remembered about the shopping trip and relaying that information to a moderator at a later time (which could mean losing valuable insights). But with today's mobile qualitative research tools, shop-alongs can be completely self-guided. Participants snap photos and answer questions about their selections as they're making them. And because it's self-guided, participants shop as they normally would in their natural environment, which gives the researcher greater insight into a consumer's behavior and thought process.

What's more, a study conducted by Pew Research around the 2011 holiday shopping season suggests that consumers are already accustomed to using their cell phones while shopping. More than 50 percent of Americans used their cell phones for one of three activities – calling a friend, checking reviews or comparing prices – while shopping, according to Pew Research.

Case study: A seasonal-products company wanted to understand not just what consumers are buying but also where in the store they're shopping for them. (These products are often found several places, including the seasonal aisle, the health and beauty section and last-minute displays at the checkout.) Using their mobile phones, participants took a picture and/or video of themselves, documenting their purchase. As part of their assignment, participants were asked to show where they were in the store and why they went there to pick up the product. The company hoped to gain greater insight into seasonal-product buying habits.

Mobile ethnographies

Today's mobile qualitative research apps include dynamic journaling capabilities that make activity-based assignments – whether for an ethnography or as part of a bulletin board – easier for the participants. Using their mobile phones, participants can easily submit unlimited comments, videos or pictures, giving researchers in-the-moment access to participants' lives wherever they are. And when a participant's hands aren't free for typing, he or she can activate the voice-recognition feature on the mobile device (available on many newer smartphones) to record the information.

Case study: To understand how mothers interact with baby food, a moderator asked participants to chronicle each of their babies' mealtimes. Participants were asked to send a picture of the label with some comments about why they chose that food at that particular mealtime. Participants reported back to the moderator that using their phones – and the voice-recognition feature – came in handy when mealtime got particularly messy.

Mobile going mainstream

Unfortunately, not all of the six billion mobile subscribers mentioned at the beginning of this article can tap into one of these new mobile qualitative capabilities – because not all of them have a smartphone or even a Web-enabled phone. While smartphones are growing in popularity (sales of smartphones grew more than 60 percent last year), sales of feature phones still outnumber them two to one, according to mobiThinking's Global Mobile Statistics 2012.

And in some cases, participants must have a specific type of phone (think iPhone or Android) to access all of the mobile app features.

So, while mobile is off to a great start, we still have a long way to go. My prediction: In the next few years, mobile will be completely mainstream for developed and developing countries. And having mobile capabilities will be the price of entry for a research company. And why shouldn't it be? If the goal of qualitative research is to gain access to the human and emotional profile and how it affects our choices and behaviors, then mobile can give us an all-access pass.

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case study

••• mobile research

Animated responses

Disney augments ad research with app-based qualitative method

| By Emily Goon

snapshot

An iPad app has helped Disney Parks and Resorts keep innovating by testing concepts for theme park ad campaigns in focus groups.

Walt Disney World Resort and Disneyland Resort are often cited as top U.S. destinations to visit. Just the mere mention of going to a Disney park puts smiles on faces, no matter the age. But Disney Parks and Resorts' success did not come by accident or some happy mistake. One of the secrets behind the magic? Putting consumers at the heart of the business.

As the organization that arguably pioneered the movement of treating customers like esteemed guests, it should come as no surprise that Disney Parks and Resorts' philosophy – for generating insights and in general – is entirely consumer-focused, dating all the way back to the days of Walt Disney himself. And nowhere is it more important for consumers to feel like cherished guests than in Disney's own parks and resorts.

"We always try to keep the original vision in mind, which is all about being consumer-centric," says Joanne Ketchens, manager, consumer insight, at Disney Parks and Resorts in Orlando, Fla.

Seeking the why

Disney Parks and Resorts always strives to be innovative in the way it listens to consumers – constantly seeking the why behind the numbers to inform business strategy and decisions. The organization has sought the consumer perspective for decades to guide its established businesses as well as new endeavors. And just as Disney's own offerings have evolved to fit into the digital age, so has its approach to insight.

Technology is drastically changing the research landscape as new eye-tracking, social media and mobile solutions come available. Disney Parks and Resorts was among the first few companies to incorporate a new qualitative mobile application to help make its research more immediately useful and more easily digested by the end users.

Disney Parks and Resorts initially began working with Menlo Park, Calif., research company Chatter Inc. to explore and assess the fundamental benefits of a variety of park, resort and vacation initiatives. In this

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case, Disney had plans to develop a national advertising campaign that featured its two domestic theme parks, Walt Disney World Resort in Lake Buena Vista, Fla., and Disneyland Resort in Anaheim, Calif.

Prepared to test

By February 2012, with the foundation research regarding the benefits of the initiative concluded, Disney was prepared to test positioning territories for the accompanying ad campaign. "The purpose of the research was to guide and provide insight into our marketing messaging and strategy for Disney's domestic parks," says Ketchens. "We were at the exploratory stage of the research, as the positioning was only beginning to take shape. Our team was eager to get the learning and insight from this study."

Around that same time, Chatter launched Real-Time Chatter, a suite of iPad applications for focus testing. The suite features two apps, one for assessing concepts and one for building collages used in projective exercises. Each app lets focus group respondents mark up and comment on stimuli directly on the iPad and then consolidates that feedback into a report that clients can view in real time, while the groups are going on.

"We created these apps because the traditional way of testing concepts, which is on paper, was monotonous for respondents and difficult for our clients to follow from the back room," says Dan Lazar, Chatter's president. "Real-Time Chatter keeps respondents engaged and gives clients a definitive feel for the group's opinion immediately."

Lazar demonstrated for Disney the concept assessment tool, which allows respondents to highlight likes and dislikes and rate and rank the concept description. The reporting tool then creates a heat map that shows concentrated areas of appeal and dislike among all the respondents.

This was music to Disney's Mickey ears. "We saw the demo work in development and our project was a perfect match for the app. We were excited to try something new and innovative," says Ketchens.

Once Disney decided to incorporate the tool, Ketchens began planning the research, which included a series of five geographically-diverse focus groups across North America in Toronto, San Francisco, Chicago, Philadelphia and Houston.

One significant difference

Focus groups using the app operate largely the same as traditional focus groups but with one significant difference: The standard packet of stimulus material is replaced with an iPad. After introductions and acclimating the respondents to the task at hand, the moderator instructs each participant on how to use the iPad.

When it's time to begin using the iPads, respondents are asked to log in to their designated subgroup. Subgroups are often determined by geography. Keeping feedback from focus groups in different cities separate allows the end user not only to look at the data as a whole but by each location individually, which can be useful in understanding geographic similarities and differences for relative comparison.

After the participants are logged in, the concept text to be tested appears on the screen. The app can support an unlimited number of concepts, with each concept appearing by itself on a tab within the app. Using red and green electronic "highlighters," participants are asked to highlight the portions of text that they like (green) and dislike (red) on each of the concepts (Figure 1). They can also enter comments for each of the concepts to further explain the why behind their markups. Once the participants are finished highlighting a concept on a tab, they can submit their responses and the data is immediately available to those observing in the back room or remotely via a secure Web interface.

The back end

Logged in on the back end, the clients will see the concept's words and phrases highlighted in various shades of red and green. A deep red or a bright green indicates strong negative and positive reactions, respectively, while paler shades of each color indicate weaker responses (Figure 2). Each word or phrase also has a number associated with it, indicating how many respondents selected the text as something that stands out positively or negatively.

Clients can sort the report findings by market, gender, age and segment, as each stage of the concept testing is recorded and archived for clients to refer back to. This versatility can yield additional insights and trends that the moderator can probe on in the room, while the group

Figure 1

Respondent iPad view: Respondents highlight what they like in green and what they dislike in red. The slider on the bottom lets them rate the concept 1-10 and the Comments button captures any feedback they'd like to share.

is still going on. “It allowed us to see the thought process and observe the respondents’ thoughts in real time,” says Ketchens.

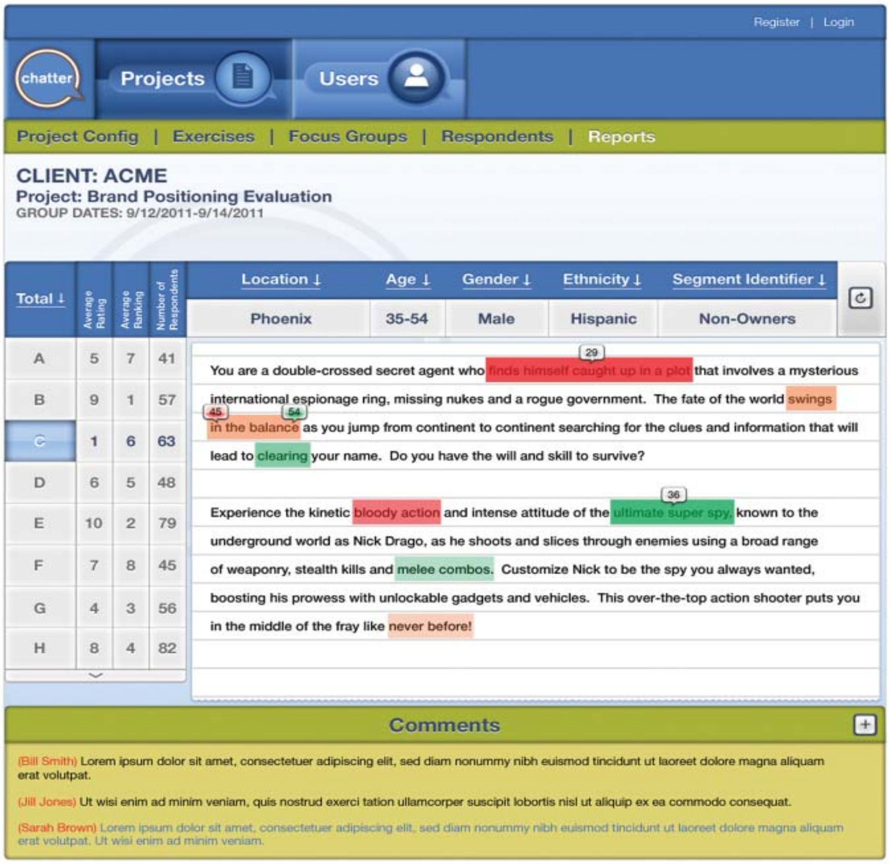
Lazar says that in addition to consolidating respondent feedback instantly, the app also keeps respondents engaged. When using it, moderators no longer have to go around the room tallying each respondent’s reaction to the concept. Instead, the moderator gets an instant read on the room’s reaction and can then dive into the discussion immediately. This limits dead time and keeps the conversation lively.

Pleased with its simplicity

Despite being one of the first companies to use Real-Time Chatter for concept testing in live focus groups, Disney Parks and Resorts was pleased with its functionality and simplicity. Drawing on how intuitive the iPad is to use, this tablet solution aims to increase engagement while making the process easier. There is no need to screen for focus group participants who are iPad users or are familiar with iPads, and the ease with which even senior respondents used the iPad was impressive, says Ketchens.

Laptops, tablets and smartphones – or any device with a Wi-Fi connection – are notorious distractions in most business settings but respondents also demonstrated the ability to overcome the excitement

Figure 2



Client/moderator view: Phrases highlighted in dark greens and reds show where the most common likes and dislikes reside. The number above the highlighting shows how many respondents highlighted that particular phrase. Lighter shades of green and red indicate mixed reactions.

of the shiny new toy in their hands relatively quickly, says Lazar. After a few minutes of being allowed to play around and become familiar with iPad, participants' focus was restored. "Everyone was fully engaged and picked it up quickly," says Ketchens.

Lighten the load

Ultimately, Chatter expects its focus group apps to lighten the load for all involved and, in turn, improve results. "Chatter is all about simplifying the research process so that we and the client can focus on the feedback and insights that matter," says Lazar.

By not having mountains of data to sift through during and after the focus groups, the moderator, researchers and clients are free to focus on the discussion and the findings. And on the topic of results, Lazar warns clients not to be misled by the app's reporting capabilities. Although the concept-testing feedback is presented in a quantitative-style report that can be segmented and crosstabulated, Lazar stresses that regardless of numbers, the data is still born of a qualitative process. "The reporting features are not meant to be used quantitatively because focus groups are not a representative sample. The final data is meant to be an impression," says Lazar.

Fortunately for Disney, the impression was a lasting one. The results of Disney's positioning study met expectations and Ketchens presented the findings of the app-aided focus groups to Disney's dedicated advertising agency and marketing strategy team. The insights garnered from the research helped shape a multi-year marketing campaign in North America.

All about the consumer

There's no telling what the next century will hold for Disney Parks and Resorts – or for research – but for all of the changes that may come via new techniques and technology, in the end it will still be all about the consumer. And, with the help of marketing research in all its forms, that's the way it will stay.

••• mobile research

Flowing with the mainstream

Is mobile market research finally living up to the hype?

| By Leslie Townsend

snapshot

Drawing from her firm's usage statistics and a host of other sources, Kinesis's Leslie Townsend makes the case that 2012 is the year of mobile research.

For several years now, many within the market research industry have predicted that "next year" would be the year when mobile research methods become part of the mainstream. Based on the potential opportunities that mobile technologies present to our industry, and the growing popularity of smartphones, the "year of mobile" has seemed to be right around the corner for quite some time. The reasons for this repeated prediction are valid. Mobile data usage and smartphone market share continue to expand rapidly, and mobile data collection offers market research many (very real) advantages: access to location-based information; collection of data at the point of sale and consumption; and the ability to include media as responses.

Yet for all of the researchers foretelling a mobile revolution, there have also been many who disagree and argue that, while advantageous for some highly specific studies, mobile will always be secondary to traditional desktop-based research. Those in this group remind us that mobile Web penetration remains relatively low on the global scale and insist that most clients want to run long, detailed studies that simply are not practical for use on handheld devices. Individuals on both sides of the debate have watched each year pass and readied their arguments yet again. So which side is right? And how will we recognize when mobile market research is part of the norm?

In reality, mobile data collection has been steadily growing year by year, although the use of desktop devices for completing online research still greatly exceeds the use of mobile and tablet devices. Obviously we at Kinesis, as providers of platforms for mobile survey execution, are firmly entrenched on the pro-mobile side of the debate. And we believe that the market research industry has in fact finally reached "the year of mobile." On what basis do we make this claim?

First, while the smartphone has been the most rapidly growing segment of mobile phone sales for the last few years, it has now finally become the dominant mobile device type in the U.S. Nielsen reported that as of March 2012, smartphone ownership has reached a majority in the U.S., with 50.4 percent of mobile subscribers now using smartphones (and two-thirds of the 25-34-year-old population using them). Smartphones are projected to gain 50 percent of global mobile market

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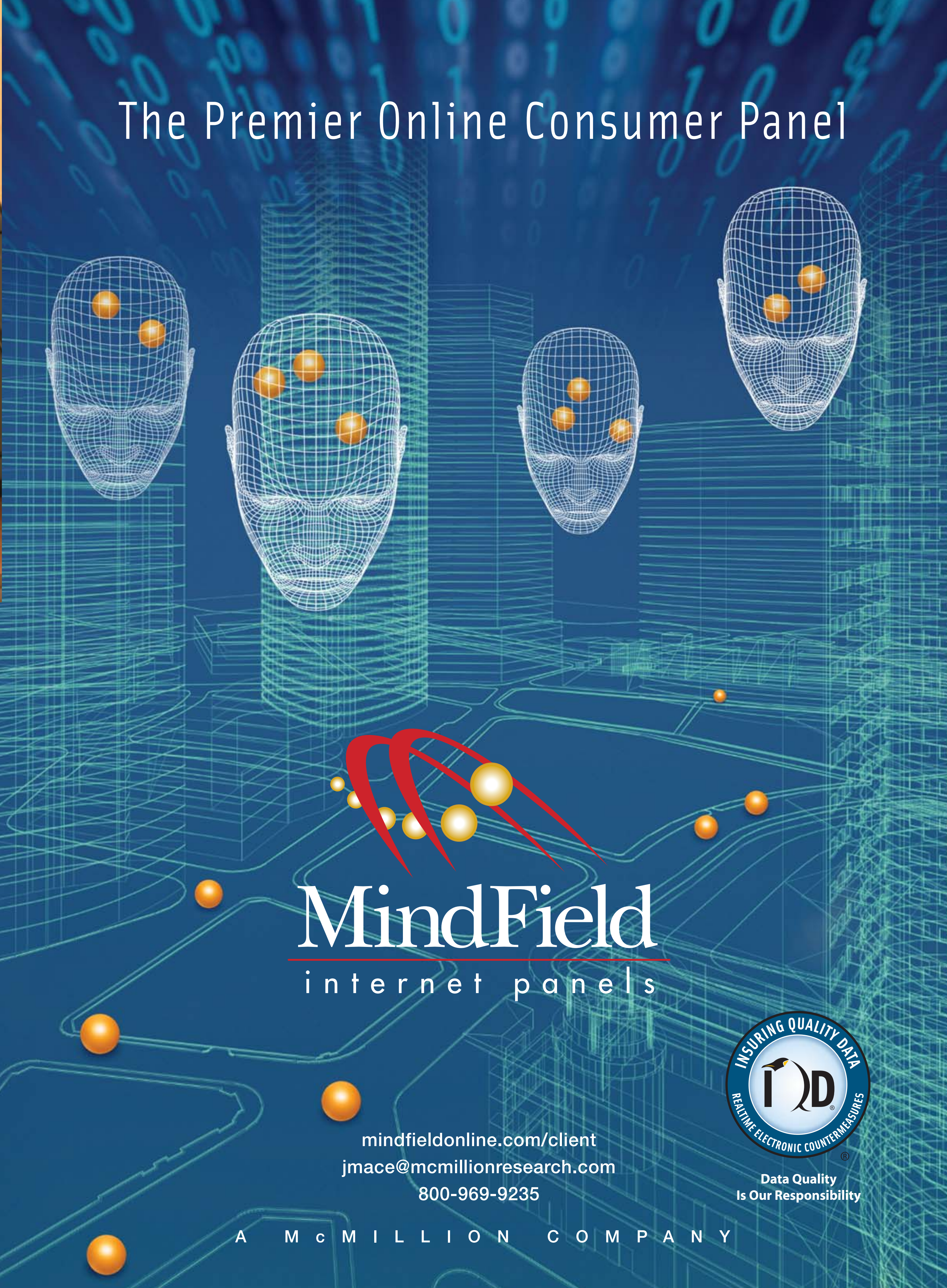
The Premier Online Consumer Panel
MindField
internet panels
INSURING QUALITY DATA
RD
REALTIME ELECTRONIC COUNTERMEASURES
Data Quality
Is Our Responsibility
mindfieldonline.com/client
jmace@mcmillionresearch.com
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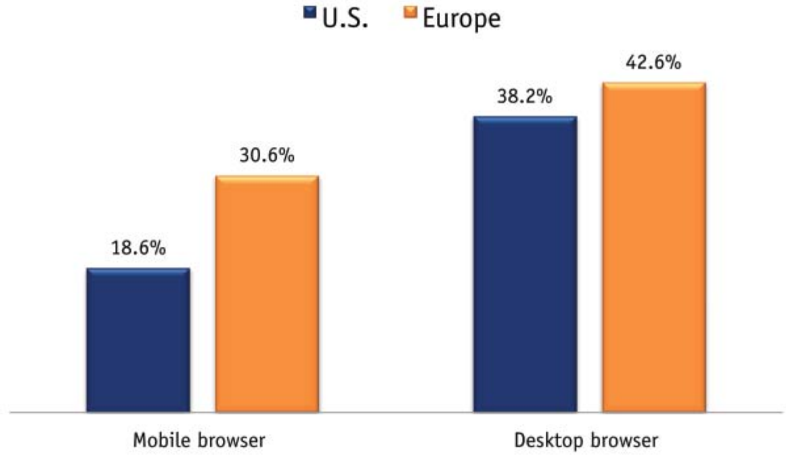
share by 2015. This is a staggering figure when you realize that 85 percent of the world's population lives in developing nations, where the smartphone is equally if not more important to improving the quality of life and communications than it is elsewhere in the world, because often mobile devices are the only lifeline to news, e-commerce and other important services.

The rise in social media is another important signal that mobile is here, now, as a strong and present force to utilize in market research. Nearly half of all Facebook users access it from their mobile devices from time to time and the company has reported that one-third of its overall traffic is generated from mobile usage. Twitter reports even higher statistics – 55 percent of its traffic is generated by members who are accessing it from their mobile devices. While figures are much lower for LinkedIn (at only 10 percent of page views), its mobile traffic grew 400 percent during the last fiscal year. Additionally, location check-in services such as foursquare are readying consumers for expanding use of location-based technologies.

Figure 1: Survey Completion Rates Q1 2012



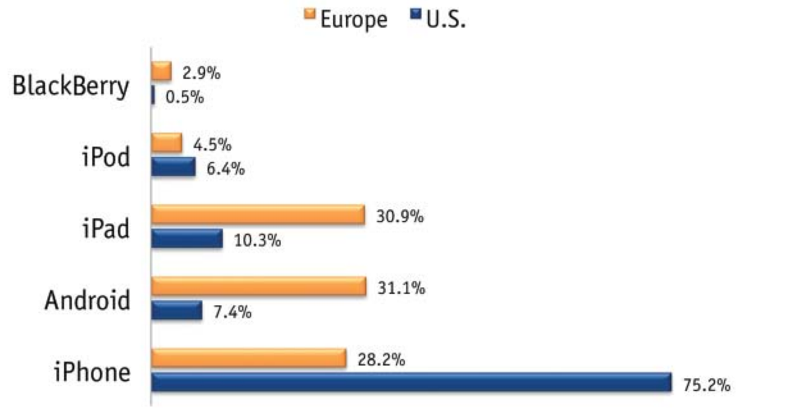
Source: Kinesis, April 2012

Through these social media channels, social listening has become a highly valuable means of qualitative data collection and several market research software solutions now offer integration to the leading social media sites for qualitative survey recruitment. The saturation of both smartphones and social media participation throughout the world opens up many new avenues for market research, both for mobile-specific projects as well as traditional desktop projects that now should be supported in dual mode. A substantial number of smartphone owners use their mobile devices to check e-mail (an April 2011 study sponsored by Google found that 82 percent of smartphone users check and send e-mail with their device). Whereas previously only a small population of respondents attempted to access e-mailed survey invitations via mobile devices, it is safe to assume that 82 percent of smartphone users – or at least 41 percent of the underlying population – is checking e-mail with their mobile devices.

Radical change

Another reason to argue that 2012 is the market research industry's "year of mobile" is because of the dramatic increase in mobile survey participation. Kinesis has carefully monitored its mobile traffic for several years. For most of this time, the percentage of mobile traffic held fairly steady at 2-3 percent of overall traffic. These figures may, in and of themselves, seem high. At the time when the first iPhone was released on the market (June 2007), Kinesis' mobile usage statistics made a radical change. Prior to the iPhone, mobile traffic was generated by a variety of devices that utilized WAP, the first generation of mobile browsers. WAP delivered a less than fully satisfying experience to respondents. For those who never attempted browsing with a

Figure 2: Utilized Device Type Q1 2012



*Nokia, Playbook and Windows Mobile accounted for less than 2% in both the U.S. and Europe

Source: Kinesis, April 2012

WAP-enabled device, disappointments included a limitation of one question per page (thus making an "other, please specify" field awkward and table structures impossible). The iPhone incorporated a superior browser and almost immediately Kinesis traffic reflected high usage of iPhone devices. Within a month of its release, the iPhone represented half of our overall mobile traffic and shortly thereafter we saw as much as 5 percent of our overall incoming traffic utilizing mobile devices.

So why does our firm feel "the year of mobile" has finally been achieved? It is because today in the U.S., mobile device usage represents 25.5 percent of Kinesis' overall survey traffic. This figure was pulled from the first quarter of 2012 and is comprised of all types of mobile devices, including tablets such as the iPad and Galaxy. It includes all traffic, which means that in some instances the projects are designed for mobile respondents but more often than not, the projects are programmed as "typical" online surveys. Some may doubt that this figure is representative of the overall industry, as Kinesis was early to market with a mobile solution and may have a more "mobile-centric" customer base than the industry at large. However, based on conversations with and published accounts by other survey software vendors, overall industry traffic is at or near this same level.

The escalating use of social media launches is a contributing factor but the increase is primarily a reflection of the underlying base of devices that respondents choose to use at any particular point in time. WAP usage is now insignificant in the U.S. In the last quarter, Kinesis had virtually no respondents utilizing WAP browsers to complete surveys, while only a brief year-and-a-half ago it still represented 23 percent of mobile survey traffic. Powerful HTML5 browsers have taken their place and render an experience far more enjoyable for respondents. This fact also points to rapid mobile evolution.

Variety of forms

Mobile data collection takes a variety of forms. Many research projects utilize mobile-specific methodologies and this is one of the exciting aspects of the mobile revolution in online research. What is equally exciting is that the mobile revolution impacts all facets of our industry – both qualitative and quantitative data collection; mystery shopping; communities and panels; and social media research.

Some of the techniques around newer mobile methodologies include:

- location-based invitation triggers at the point of product evaluation, store entry or purchase;
- product scanning during the shopping process, using scanner apps or cameras to capture the barcode;
- larger sampling frameworks – but typically utilizing smaller data sets for each respondent (data sets are merged based on demographic or behavioral modeling);
- data mining – collecting single or small snippets at multiple points in a decision-making process and tying them together through data warehousing;
- marrying qualitative and quantitative methodologies (the camera phone is king – allowing respondents to upload media such as digital images, videos and sound recordings for qualitative-only exercises or to add a qualitative component to any quantitative project).

Significantly higher

As stated previously, 25.5 percent of U.S. respondents on the Kinesis platform are coming into online surveys using a mobile browser – either a mobile phone or a tablet. Our current findings show this statistic to be significantly higher than in Europe. This percentage only reflects those respondents attempting to complete a survey – it does not reflect the actual percentage of those who do complete. Given that the statistics are pulled irrespective of the underlying methodology, some of these respondents are intended for mobile-only projects (an example is mobile ad testing, in which respondents indicate recall of advertising that they have seen on mobile sites) and some respondents are entering surveys programmed to support desktop browsers or dual-mode (full desktop/mobile browser support offered) surveys.

Figure 1 provides Kinesis' survey completion rate statistics from Q1 2012. It differentiates completion rates based upon the type of browser used (in this instance, tablet devices are included with mobile browsers). In the U.S., 18.6 percent of those using mobile browsers on the Kinesis platform are completing the online survey that they enter, versus 38.2 percent for desktop browsers. These statistics are irrespective of whether the survey they entered was programmed to support mobile browsers or not, as well as irrespective of survey length and methodology. The data are reflective of mobile respondents across all surveys, regardless of type (desktop only, mobile only or dual mode). This statistic makes sense, since mobile respondents are more likely to terminate from a standard-length online survey, which represents the majority of online survey traffic.

In terms of device preference for survey-taking, Kinesis sees a significant difference between the U.S. and Europe. While the iPhone dominates mobile survey participation stateside at 75.2 percent (in spite of the fact that it no longer holds the lead in smartphone market share), usage of Android and iPad devices are highest in the European region at 31.1 percent and 30.9 percent, respectively (Figure 2).

Must now embrace mobile

Ultimately, what does the recent and significant upswing in mobile survey traffic mean for our industry? It is evidence that anyone conducting online data collection must now embrace mobile respondents. Obviously mobile device usage and Web browsing is higher among certain age and socioeconomic groups, as well as in certain geographic regions, but market researchers should expect and anticipate that some percentage of survey access in nearly every research project today will be from mobile devices and therefore must support mobile respondents accordingly.

More exciting for us as researchers, however, are the tremendous opportunities to explore how mobile devices are used in the product marketing, shopping and purchasing processes and also the ability capture this information in real time. Mobile technology will enhance our data sets with location information and media capture, provide more immediate and dynamic feedback from respondents and increase the accuracy of data that previously relied upon recall. The challenge is now on to transform research methodologies and adapt accordingly.

This may sound overwhelming but in actuality mobile support starts very simply. If an online project cannot accommodate mobile respondents – either because it is too long, does not support mobile browsers or utilizes Flash or other question types that do not render on (or across most) mobile devices, a sentence can be inserted in the invitation or opening remarks to inform the respondent that the survey is not mobile-browser friendly. Another option is simply to detect for mobile browsers and terminate them based upon suitability of the project.

With either method, it is important to begin assessing internally the percentage of mobile respondents that are accessing your projects. Most online projects will require some modification to methodology in order to accommodate small device screens and a shortened attention span, especially ongoing trackers. Let's extend courtesy to mobile survey-takers – they are our future and as an industry we do not want to discourage the use of mobile devices.

Necessitating change

The fundamental shift in the manner in which society communicates, shops and makes purchases is necessitating change within our industry. Market research practices are adapting to this change, not driving it. The underlying base of devices and browsers used in the future will be radically different than those used today and as a consequence, the incidence of mobile research participation will rise. Further, just as the iPhone ushered in a new era of smartphones, other devices will undoubtedly come along and change the computing landscape – and the terminology associated with it – yet again.

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••• mobile research

A moving definition

Why 'mobile' (as we know it) is the wrong focus

| By Ben Smithee

snapshot

The smartphone is just part of the mobile research story, the author says. Researchers also need to consider the notions of mobility, location and consumers' interactions with environments.

You can hardly pick up a journal, read a blog or attend a conference without being bombarded by talk about how mobile research is the way of the future. In my opinion, I think most are being a little shortsighted.

Mobile research. Quick, what just came to mind when I mentioned that phrase? Did you think of surveys being pushed to smartphones? I believe most of us would, as that is what we as an industry have been characterizing as the crux of mobile research. I think it's the wrong focus and I urge us to take our focus to a much more inclusive and valuable arena.

What exactly do I suggest we focus on? That's a fair question and I'll answer it in just a moment. First, I want to clarify that I am not saying there is anything wrong with smartphone surveys or with using the mobile phone as a channel for active research Q&A. I just feel like we do ourselves a grave injustice by not taking a moment to view how a larger

Why do people buy guitars? Or anything, really? We're just as curious about consumer behavior as you are. So we partner with you to understand your business. Then we look for innovative ways to help you get to the most relevant data—so you can get to the most meaningful insights. **DECIPHER**INC.COM

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SURVEY PROGRAMMING | MOBILE SURVEYS | SAMPLING | DATA PROCESSING | ONLINE REPORTING | CUSTOM COMMUNITY DEVELOPMENT vision of mobile research can benefit us as researchers, our clients and the overall consumer environment.

I spend a great deal of time studying the future consumer environments, which largely includes the Gen Y/Millennial consumer segment and technology. So, it's fair to say I may have a skewed view on the subject but I challenge you to at least hear me out.

Now, back to the question of what I would consider to be a more appropriate focus for our efforts in mobile research. Apple is set to ship over 100 million Web-enabled devices in 2012. That was estimated before the announcement of the latest iPad, so it's certain that that estimate has grown. Throw in an iPhone 5 announcement, maybe a new Apple TV monitor or even an Apple electric car and you have a compelling view of what should come to mind when someone mentions mobility as a means for marketing research. Rather than think of mobile as a synonym for smartphone, let's characterize mobile as any Web-enabled device.

The phone has merely become an application on a mobile Web-enabled device and as a research channel, that device holds information that is extremely valuable and telling about a consumer's lifestyle, habits and preferences. That device, paired with the rising penetration of tablets, brings forth a new era for researchers' ability understand and learn about humans. The two smallest screens of the four-screen ecosystem (TV, PC/laptop, tablet and mobile phone) are the most important for researchers to understand. We have entered an era of second-screen media consumption, where content on the television or big screen will be largely supplemented and paired with second-screen content that is consumed via the mobile tablet and phone devices.

The day is coming when we see a message at the beginning of movies telling us to turn on our phones rather than turn them off. Though, do we ever really turn off our phones? Maybe it will be more of an encouragement to start an application or visit a mobile site. Regardless, the time is near.

Our focus in the mobile phone and tablet arena should be chiefly application-based. Whether it is Web-based applications or native applications is yet to be determined but the battle will largely be won or lost based on the success of HTML5. (That's a whole different article!) These applications are the keys to shifting the marketing research paradigm from surveying and asking to passive observation and understanding. It's when the two come together that the real magic happens and research begins to become integrated into life rather than tying to replicate or recall it.

New digital real estate

Another facet of applications we as researchers must take into consideration is the creation of new digital real estate that is becoming increasingly attractive for branded content and advertising. Brand-based applications are growing in availability and in value to the end user, which will continue to make them more attractive for new advertising platforms. Researchers must understand this new app-based world in order to provide the utmost value to clients seeking insights and understanding. In the past, we studied how and what makes people click; we now must optimize protocols for building trust and engagement with consumers who will let us peek into their mobile lives and observe their actions under the mission of understanding and the goal of optimizing a user experience that provides increased value.

The smartphone and tablet, though the primary tools in the new definition of mobile, are not the only players. When we talk about mobile, we should also include other Web-enabled environments, such as the automobile. Since May of last year, we have been observing and following the joint initiative of Salesforce.com and Toyota on the Toyota Friend project and find it absolutely fascinating how users are interacting with environments in a hyper-connective way. From the research viewpoint, we now move from just engaging consumers in an environment to being able to engage the environment itself for greater holistic understanding. Not only will consumers be able to share more and more accurate information with us but their environments will be of equal value to the researcher, as the consumer begins to rely on information from their environments more and more. For example, with the Toyota Friend initiative, Salesforce is working to socialize the driving and automobile environment, similar to what it has done in the working environment. In doing so, they are increasing the engagement and in a sense creating dialogue between car owners and their vehicles.

As this conversation and info-sharing becomes more and more rich, researchers who build relationships with these owners will be able to tap into an array of insights and consumer behaviors. Additionally, Toyota will be able to achieve real-time insights from all of its users and have the opportunity to continuously improve its services and user experience. Similar to social media data, the data sets will be extremely large so the boundaries between qual and quant will blur and researchers with technical, visual and analytical skills will be needed. This serves as an example of how mobile is much more inclusive and hints at how the future mobile research environment will be much more observational and passive, supplemented by surveying, rather than largely survey-based.

Three points of focus

In the new hyper-connected social ecosystem, three main points of focus will reign supreme: profile, location and commerce.

Profile will be the focus of all things mobile. Via passive research methods and survey-based supplements, clients and advertisers will be focused on capturing relevant and accurate profile information. The focus on influencer segments and audiences will take a front-row seat and the platforms and organizations that can provide the most information about a specific individual and their preferences will be the stars of the show. As the world of social media and mobile-based apps hit critical mass, the opportunity to fine-tune messages and points of engagement will pivot heavily on the ability to create relevance based on individual exposures.

The next important facet of the hyperconnected mobile world is **location**. While we have seen a greater focus on location in the past couple of years, we are going to see increasing value placed on this context. Targeted marketing and advertising will be redefined as location-based ads and brand messaging finally hit home. The interesting aspect of location is that it plays in both sides of mobility, the user and the environment. While users will become more comfortable sharing their location, they will also begin to digitally interact with specific locations in a richer format. Environments will be enhanced to provide individual experiences that are customized for each user, whether it is your automobile, a restaurant or the classroom. The movements and shifts taking place around location-based data are extremely important for researchers to follow and stay abreast of.

Finally, **commerce** will no longer be a soft, intangible facet of mobile and social media. We are already seeing mobile commerce take flight and new innovations like Polyvore and Fancy are beginning to directly link social and mobile to tangible commerce. The shift to mobile payments like Square and PayPal's new mobile payment offerings provide users a whole new way to engage in transactions and the loop between buzz and dollars will finally be closed, helping organizations justify even larger spends in e-commerce, mobile and social efforts. As researchers, we must understand the nuances of commerce in a truly mobile world and be able to translate that understanding into key insights for our clients. The wallet will become social.

Exposure and understanding

So, where do you start in this flurry of technological change? The first step is exposure and understanding. We must not limit ourselves to a question-and-answer format when it comes to research and we must be open to viewing new technology as a source for vital information.

While we will see DIY tools reach critical mass and big data driving budget allocations, we must stay open-minded and realize how the consumer market is shifting. We must take a broader view of mobility and its value to the research industry and become more comfortable with observation and passive methods as paths to insights.

While surveys and discussion-based methods will not go away, they will take a different role in uncovering understanding and organizations will need partners who can easily modulate between both active and passive to provide holistic vantages.

We are at a point where research can be more exciting than ever before and the ability to understand consumers will reach new levels of accuracy and intimacy. As they say, the questions have not changed. It's the answers and the way in which we obtain them that have and will continue to evolve dramatically.

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shopper insights

Unraveling the pretzel

The value of tracing the shopper's path to purchase

| By Russ Rubin

snapshot

The shopping process may be undergoing bewildering changes but real insights can still be gleaned by a close examination of how your customers move from consideration to purchase.

I don't know about you, but my family shops very differently today than we did five years ago. Where we shop is different, when we shop is different and what motivates and appeals to us is different. And I know for a fact that we are not alone in all of these changes.

That means that the path to purchase – the course of events or activities that consumers follow from the first glimmer of interest in a product up through the point where they make the payment to complete the buy – has become more complex. What used to be viewed as a linear process has become more like a pretzel.

For example, a consumer making a major purchase such as a big-screen HDTV might spend extensive time researching models online; discussing options with friends and family in person, by e-mail and online via Facebook; perusing comments on consumer review Web sites; checking out newspaper circulars for weekly deals; and visiting stores to see TV performance up close. They may do price-checks on multiple Web sites before finally making the purchase using loyalty points to get an additional discount at a big-box retailer.

Even with something as routine as a regular grocery store trip, a shopper might go online to check out recipes from a product Web site or look at a cooking demo video on a food magazine site to come up with menu options for tonight's dinner. This information helps guide her decisions about which ingredients she buys when she sees what's in stock at the supermarket.

All that complexity makes it harder for retailers and manufacturers to identify the factors that will move the needle on sales and market share.

New twists and turns

A multitude of online resources empowers today's consumers to do more research than ever before on the products they buy, adding new twists and turns to the decision-making process. According to a recent multimarket study[1] commissioned by Oracle and deployed by

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MarketTools, consumers around the world have significantly increased the amount of research on brands and reading-up on product and services information that they do. The results of a survey of adult consumers from 15 countries showed that 80 percent of respondents researched goods and services online or browsed relevant information weekly, in contrast to 62 percent in a similar study from 2009. Forty-nine percent of participants said they did this daily, as opposed to 26 percent in the earlier analysis.

And consumers are continuously expanding their toolkit of research and purchasing options as they adopt new devices and applications. They are increasingly using online video to learn about products: A study[2] reported that U.S. consumers who encounter product videos on Web sites watch them 60 percent of the time, with 36 percent of respondents reporting they watched five or more product videos on brand or retail Web sites over the preceding three months.

With growing smartphone adoption, consumers are eagerly turning into "omnichannel shoppers[3]," and they are moving fluidly between retail channels, including Web sites, stores, mobile devices and social media. Mobile devices enable consumers to look for product information online even when they're standing in the store aisle. Brick-and-mortar companies that offer cross-channel services such as buying online and picking up in a store have also escalated consumer expectations.

No signs of fading

At the same time, the shopping experience is also evolving with general changes in consumer behaviors. A recent MarketTools study[4] showed that the frugal behaviors that consumers adopted during the global recession show no signs of fading, even as the economy shows signs of improvement. In a survey of American adults age 21 and older who are responsible for at least half of the grocery shopping for their household, 63 percent report that saving money is somewhat or much more important than just a year ago.

According to the study, 63 percent of shoppers have changed their shopping habits to stretch their grocery budgets. To save money on grocery bills, respondents report that they buy items with coupons (80 percent); buy store brands instead of name brands (62 percent); use store loyalty cards that offer discounts (62 percent); buy items only when they are on sale (58 percent); and buy more large-sized products (43 percent).

When asked how their shopping habits have changed in the last six months, they responded that they are buying more sale items (55 percent); using coupons more often (48 percent) and buying more store brands (41 percent).

The increasing popularity of loyalty card programs is also evidence of a shift in behavior, namely the willingness to share personal information, especially in return for a benefit. Customers are increasingly offering up their personal details, in stores and online, in exchange for more valuable promotions, more relevant offers and special treatment.

Far less obvious

In this environment, and with all the new ways to learn about and purchase products, what really influences a consumer's choice is far less obvious than it once was. Do consumers still factor in traditional marketing such as television and print ads in their decisions? Some say yes, some say no. Some consumers state that in-store interactions are important in helping them consider a product but say salespeople are less objective than Internet reviews. In a landscape dominated by new media, it's harder to hit the right audience with the right message at the right time.

The solution to this dilemma is unified research into your consumer's entire decision-making journey. Only by understanding the ways that consumers interact with your company and your products, by building real insights into your customers' motivations and behaviors as they shop, will you be able to make the right marketing investments.

By unwinding the path to purchase – as a whole and specific parts of it – we can illuminate opportunities to maximize a product's impact upon the consumer. We can dig down to uncover the path's critical elements and better understand the conscious and subconscious decision-making processes involved. Armed with this information, marketers can devise ways to influence consumer behavior within each specific phase of the path.

The actions of today's empowered shoppers are challenging the long-cited statistic that a majority of grocery store purchases (in the 70+ percent range[5]) are made in the store. Those who still think the entire purchase decision begins and ends at the point of purchase are missing a rich backstory of consumer motivations, habits and preferences. It's true that the actual physical path through a store to the shelf and to checkout is still an important aspect of a consumer's path to purchase and it's worthwhile to facilitate shoppers through the retail experience. However, the valuable insights that lie in the decision-making steps preceding a shopping trip can have an outsized impact on in-store results.

Marketers who understand the path to purchase – and the component steps along the way – will be able to optimize product performance, identify the right ways to expand business lines and compete effectively in the marketplace.

How to win

As we map out each phase of the path to purchase, we can provide marketers with the information to strategize how to win each one. For example, is a product a "destination buy" that gives shoppers a reason to visit a store? Or is it an impulse buy they toss into the cart when they're already there? Which other products tend to be purchased in the same basket as a product and could provide cross-promotion opportunities? What do consumers like/dislike about shopping for a product – can you break down barriers and improve customers' shopping experience? What can be done to assist retailers in selling a product in store, to win more distribution and shelf

Research Company Spotlight - Shopper Insights

Below is a list of firms from our Researcher SourceBook™ specializing in shopper insights.

Blueocean Market Intelligence
602-441-2474
www.blueoceanmi.com

Burke Institute » SEE AD p. 5
800-543-8635
www.burkeinstitute.com

C+R Research Services, Inc.
312-828-9200
http://crresearch.com

Cascade Strategies, Inc.
425-643-9789
www.cascadestrategies.com

The Channel Checkers
800-410-5261 x1234
www.thechannelcheckers.com

Civicom
203-618-18-11
www.civi.com/marketingresearch/

Clearworks
888-769-3807
www.clearworks.net

EyeTech Digital Systems, Inc.
877-439-3832
www.eyetechds.com/research

Field Surveys & Audits, Inc.
262-646-7034
www.fsamerchandising.com

Filmed Research Group
262-595-0091
www.filmedresearch.com

Gongos Research
248-239-2300
www.gongos.com

Illumination Research
513-774-9531
www.illumination-research.com

InnerDrive Strategies Inc.
323-273-8834
www.innerdriveinc.com

Integrated Research Associates, Inc.
513-361-2700
www.integratedresearch.com

Locately
617-501-3544
www.locately.com

M/A/R/C® Research
800-884-6272
www.MARCresearch.com

MarketTools, Inc.
415-957-2200
www.markettools.com

Measure Consumer Perspectives
502-749-6100
www.measurecp.com

Meyers Research Center
212-391-0166
www.meyersresearch.com

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

Nimbus Online, Inc.
425-643-0791
www.mynimbusonline.com

Secret Shopper
763-525-1460
www.secretshopper.com

360 Market Reach, Inc.
917-584-8174
www.360marketreach.com

Tobii Technology
703-738-1300
www.tobii.com

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

Video Chat Network
914-722-8385
http://videochatnetwork.net/index.php

space? If a product is losing out to a competitor in a certain phase, how can shoppers be disrupted in the process and get them to consider an alternative instead? Have heavy buyers discovered new usage occasions that can be suggested to help convert lighter buyers?

For any product, there is no single path to purchase – few shoppers follow the exact same series and sequence of steps based on identical needs for buying any one product. But by analyzing the data you can identify customer segments that share common steps, then layer on demographic information such as age, income and presence of kids to better understand how to target them. Quantitative data findings can be supplemented with qualitative research to capture nuances in behavior.

Some examples of path to purchase learnings from our CPG customers include:

- A breakfast product study targeting a Hispanic audience found there was much more structure to the shopping experience for this group than there was with the mainstream population in this category. The conclusion: It is important to reach Hispanics and influence their behavior before they get to the store to shop.
- In the baking-mix category, we've learned that purchases of certain items are more planned than others. Cake mixes are more of an "occasion purchase" than brownies, impacting aspects like messaging, shelf sets and cross-promotions.
- From a recent study, we know that shoppers' choice of margarine or butter is affected by occasion, particularly when the use is for a baked good brought to someone else or served at a party. This is particularly informative for seasonal promotions and pricing strategies.
- Research done in midst of the recession showed an increase in the number of households that shopped for promotions first and foremost ("I'm here to buy whatever's on sale!"). These shoppers would purchase "hot deals" and then make a second trip to fill the voids in their pantry inventory. Working with the client, we came to understand that significant price discounting was bad for business, because it subsidized purchasers who were unlikely to make repeat purchases of the brand.

A path-to-purchase analysis inevitably brings up additional questions – and follow-up shopper studies and advanced analytics can help optimize pricing, shelf sets, packaging, line and distribution. To assess the effect that marketing activities have had on the path to purchase, brand tracking research provides a way of comparing returns across a variety of media. A McKinsey article[6] cites one consumer packaged goods company that uses econometric analysis and ongoing brand tracking to assemble a scorecard of short-term returns using average and marginal marketing ROIs over the most recent 12 months. The company also tracks longer-term progress by tracking brand equity and brand loyalty over periods longer than 12 months.

Impact behavior

The value of constructing the path to purchase becomes increasingly clear as more and more brands compete in a crowded marketplace. A better understanding of their customers' decision-making journeys, both conscious and subconscious, allows marketers to devise actionable ways to impact consumer behavior.

Path-to-purchase insights also

provide the kind of deep knowledge about consumer needs that fuel innovations and lay the groundwork for a lasting competitive advantage. For example, based on the understanding of consumers' more casual and spontaneous usage scenarios for the iPad, we've seen e-commerce retailers benefit from creating shopper experiences specifically optimized for that digital medium. A major pharmacy chain[7] has enhanced its loyalty program based on consumer insights, including launching a mobile app so members no longer have to carry a physical card to receive their program benefits. These retailers are turning their knowledge of their customers' paths into new purchase opportunities.

These innovations can also include greater efficiencies and cost savings. For example, a study on the path for a laundry detergent brand that we did for a CPG manufacturer found that the company didn't need to create two substantially different package types for the grocery store and warehouse store audiences. By bundling three of the grocery store detergent bottles in a cardboard box, it was able to offer the warehouse shoppers the value-oriented volume size they wanted without having to incur the significant expense of creating a brand new giant-size plastic container. With this specific bundle, the company was able to boost channel performance without a major repackaging effort.

Insights about the entire path to purchase are the key to helping both retailers and manufacturers respond to a rapidly-changing retail environment and gain a competitive edge. In a landscape where consumers have more choices than ever before, those that best understand the path to purchase stand the best chance to win in the marketplace.

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Russ Rubin is senior vice president, strategic account initiatives, research solutions in the St. Louis Park, Minn., office of San Francisco research firm MarketTools. He can be reached at russ.rubin@markettools.com or at 952-417-4749.

shopper insights

Of SKUs, CPUs and QR codes

The evolution of shopper marketing

| By Lisa Hurst

snapshot

In each era, the tools and data available drive the strategy for nurturing the shopper relationship. This article looks at how today's technology shapes shopper marketing strategy in new – and familiar – ways.

Earlier this year, I moved to a new home. In between unpacking boxes, I did a little furniture shopping. I browsed PotteryBarn.com, putting things I liked into my cart even though I wasn't quite ready to buy. You know, window shopping. A day or so passed and I got an e-mail from Pottery Barn with a personalized message offering additional services and even a 15 percent-off coupon. It all felt seamless (if a little creepy) because the retailer was clearly talking specifically to me about items that captured my interest.

Thanks to the PC and the mobile phone, technology has changed the shopping landscape. Today, the shopper is in command. She makes lists, she browses, she compares prices. The shopper controls the time and place of the transaction. It's a sea change for brands and retailers but it's also part of a 30-year continuum driven by two principles that determine the best use of data for shopper marketing.

Throughout the evolution of retail marketing, there have been two constants, intertwined, in every era: A primary shopper relationship drives strategy and the available data – driven by the technology of the day – determines the primary shopper relationship. They're mutual catalysts, each refining the other in an ever-deepening cycle: The stronger the relationship, the finer the data; the deeper your data, the better the bond.

Along the way, data collection and analysis have revolutionized retail strategy and shifted the dynamic between manufacturer, retailer and shopper. At each generation we as marketers learn a new skill that refines and enhances the retail strategy (Table 1).

The tools we have now enable richer, deeper relationships; greater transparency from retailers and brands; more targeting that manifests in more personal, truly one-to-one marketing. Technology – especially shoppers' own personal, wireless technology – has changed the path to purchase from linear to a more fluid and organic journey. Shoppers can go from awareness to consideration to purchase in a split second.

So how can marketers optimize the available tools and data to drive the shopper to action, whenever and wherever she is? How can we capitalize on the information, in real

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Table 1: Five Generations of Shopper Marketing

	1970s: Mass Marketing	1980s: Trade Marketing	1990s: Category Management	2000s: In-Store Marketing	Now: Shopper Marketing
Relationship	Brand → consumer: dictation. "The consumer isn't a moron. She is your wife." – David Ogilvy	Retailers → brands: Pay for access.	Brands court retailers with promise of efficiency.	"Consumers" become "shoppers." Retailer →← shopper.	Shopper → retailers and brands: Give me what I want, when I want it.
Data	GRPs; shipment data by point-of-distribution (i.e., region of the country).	Chain-level sales data.	Store-level sales data; primarily used for stock-keeping.	Household, then individual purchase history; shopper data; loyalty.	Individual purchase and browsing data; on-demand shopper research (price, ingredients, reviews, availability).
Technology	TV, print, radio - mass media.	Scanners at checkout.	Handheld scanners, store-level data, UPCs.	Shopping basket analysis, shopper segmentation, RFID tags, reward cards. Also, YouTube, Facebook, cell phones, SMS.	Wireless, smartphones, social networks, GPS, QR codes, 2D codes, Google Maps, "Amazon.com recommends."
Strategy	Marketers learn: how to shape the brand message.	Marketers learn: how to balance retail demands and brand needs.	Marketers learn: to address the category, not just the brand; how to evaluate, prioritize, justify SKUs; how to drive traffic.	Marketers learn: how to read consumer cues; skills in granular shopper research; engaging shoppers based on their interests/needs; refining in-store elements; providing resources for retailers that benefit the brand.	Marketers learn: how to build community; how to evaluate and use new digital tools; value-add strategy to ameliorate price-shopping; how to adapt, fast.

time, to turn consideration into sales?

We have the tools to isolate where the shopper is and what she's doing – plus the data to know what she likes. Our challenge as marketers is to collect and combine it all in a way that's relevant and scalable, to make the right offer at the right time and place. The shopper is ultimately looking for confidence in her choice. That looks very different buying a car than buying gum but she wants to feel confident enough in her choice to make the purchase. We help with that when we personalize, customize and localize her options – using technology and data to deepen the relationship.

A good example is Kraft Foods' CookingwithKraft.com, a site created in 2009 as part of a retailer-specific shopper marketing program. What began as a clearinghouse for recipes and ingredient combinations is evolving into to a relationship site that tailors content, coupons and offers for the shopper – tied directly to Kraft's partner retailer.

This type of relationship-based content marketing strategy is scalable, providing a cost-effective platform and allowing differentiation by retailer. The ability to combine behavior-based data from site interactions with transactional data from a retailer's loyalty card makes shopper marketing programs smarter and more personalized, building retailer and shopper rapport. Plus, having that wealth of very granular consumer data on a national scale could influence R&D, flavors, packaging, assortment – even marketing partnerships, as manufacturers pinpoint companion items or ingredients in the shopper's basket.

"We have the tools to isolate where the shopper is and what she is doing – plus the data to know what she likes."

Neiman Marcus takes it to another level with an iPhone app now testing at four stores in Dallas; Austin, Texas; San Francisco and Palo Alto, Calif. It's a great example combining social, local and mobile. Shoppers download the app from iTunes and opt in to the service. Sensors are installed at key entry points of the stores, so when a shopper with the app passes within range, she's alerted to which of her preferred sales associates is in the store right now – plus new-product arrivals, sales, fashion trends and upcoming store events. Shoppers can use the app to make appointments or leave messages for associates; mark favorite products, which are automatically shared with her favorite sales associates; and scan QR codes on store signage for trend and product information. Neiman's can synch her past purchase data too, enabling sales associates to provide relevant, tailored recommendations. The shopper controls if, when and how she wants to engage – and she can change that from trip to trip.

The app keys in on the shopper as an individual and fosters her relationship not only with the brand but also with specific sales associates. The technology and data make

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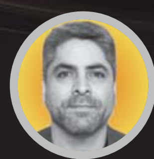

Robert J. Atencio, Global Vice President, Consumer Insights, Pfizer Consumer Healthcare

Jonah Sachs, Author, Winning the Story Wars, Co-Founder & Creative Director, Free Range Studios

Jim Stengel, Former Global Marketing Officer, P&G and Author of *Grow: How Ideals Power Growth and Profit at the World's Greatest Companies*

Bob Johansen, Ten Year Forecaster, Author, *Leaders Make the Future* customer service more human: It helps the sales associate remember her and her shopping history and gets to the heart of what she wants in this specific trip. Data caters to the shopper, deepens and personalizes the customer service and reinforces Neiman's core attribute of stellar service.

Questions to ask about your retail strategy

- Is your brand or retail environment ready to connect with this new, omnipresent shopper mind-set?
- Are you leveraging technology to facilitate more intuitive interactions and experiences that add value beyond the transaction?
- Are you leveraging data to create more personalized, relevant and real-time connections with the shopper, ultimately building a more meaningful relationship?

Trends are emerging

Among the three key components of retail marketing – relationship, tech tools and data – new trends are emerging.

Relationship. Social media, social media, social media. It primes the shopping experience and gives brands (and retailers) personalized information that they can use to make stronger connections with their shoppers. Cosmetics retailer Sephora does social media well, engaging in a dialogue with its shoppers – facilitating product reviews and recommendations, extending invitations to store events and customizing rewards and offers. We'll see more aspects of social media being activated, more seamlessly integrated and building relationships with shoppers both out-of-store and in-store.

Tech tools. It's all about mobile. Location-based tools like foursquare are trickling down from restaurants and specialty retail to packaged goods. A number of grocers and some drugstores are testing check-ins, providing tailored, real-time offers.

Walgreens is the first retailer to adopt a new service from tech startup LocalResponse to monitor GPS services, such as foursquare and Yelp, for "check-in" notifications. When a shopper "checks in" at one of Walgreens' stores, the service tweets an ad to the shopper based on her location. For example, in January, Walgreens tweeted over 5,000 ads for Halls Cough drops: "Check out Halls new cough drops in the cold aisle."

Data. Social media and other tools give valuable behavior-based data that looks towards the next purchase, not just transaction data that counted the last one. These days, I'm watching Pinterest. It has great potential for activating shoppers. Brands have started sponsoring certain Pinterest boards (I like the Spring Trends board – so does Nordstrom). In essence, Pinterest is a virtual wish list: People post stuff they like – clothes, foods, places, activities. You could take those items, arrange them into an outfit, or menu or itinerary – then help close the sale with bundled offers, value-adds, discounts.

Walking along the path

We'll see more brands walking along the path-to-purchase with the shopper. Marketers will use more behavior-based data to coax them along toward an actual purchase. And retailers increasingly will capitalize on their ability to trail and influence the purchase decision. Once she's in the shopper mind-set – putting items in her cart – the retailer can present her choices that make her feel confident enough to buy. Think back to PotteryBarn.com. This kind of "shopping cart remarketing" taps the retailer's Web analytics platform and its e-mail marketing platform to ready a set of incentives once items are placed in the cart. If the shopper leaves the cart before purchasing, her interaction is saved on the site, which sends a trigger to the e-mail platform to dynamically generate an e-mail with offers to entice her back.

But techno-advancements are a double-edged sword. Shoppers' access to retailers' data (What's in stock? And where is it cheaper?) brings new challenges to shopper marketing. Wireless tools make it easy to comparison-shop on-the-fly. That levels the playing field on price and facilitates transparency among retailers. It forces them to analyze what more they can bring to the value equation for shoppers. Proximity, convenience, a richer shopping experience? Exclusive inventory? That's one way to prevent showrooming, where shoppers cruise the store to check out merchandise in person and then buy it cheaper online. Bundled goods? Look at Target's free beauty bag, filled with hair care and skin care samples as a gift with purchase. (A similar first-aid bag is free with the purchase of three first-aid items.) It's more department store than mass merchandiser and it adds value in a way that gets shoppers thinking beyond price.

One point of difference gaining ground among retailers is faster, more convenient checkout. A number of retailers have begun using iPhones to check out shoppers wherever they are in the store. Best Buy, the Apple Store, Nordstrom and even Chipotle are using this personal technology to improve the shopper experience to keep shoppers from going somewhere else. How's that for a twist?

Oh, and Pottery Barn? I'm loving the new couch. Thanks for the discount.

Lisa Hurst is vice president-shopper practice lead at Upshot, a Chicago marketing agency. She can be reached at 312-943-0900 or at lisahurst@upshotmail.com.

Names of Note

■ New York research company *Fulcrum* has hired **Chrisie Dorton** and **Lisa Schizas** as director, client services, in the purchase-to-purchase division.

■ **Robert Takacs** has joined *Echo Research*, New York, as executive vice president.


Takacs

■ Atlanta research company *CMI* has promoted **Laura Winn** to vice president, client solutions. CMI has also hired **Ryan Kocher** as vice president, analytics. Kocher will be based in Chicago.

■ **Kenneth Farmer** has been hired as senior vice president, client service, at Salt Lake City research company *The Modellers*. Farmer will be based in San Francisco.

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■ **Eva Laparra** has joined New York research company *WorldOne* as managing director, southern Europe. Laparra will be based in Barcelona, Spain.

■ New York research company *Insight Strategy Group* has promoted **Betsy Grimes** to associate director.


Cutler

■ Bryn Mawr, Pa., research company *Integrated Marketing Associates LLC* has promoted **Drew Cutler** and **Ian Fureman** to principal.


Fureman

■ *MarketVision Research*, Cincinnati, has hired **Kendall Gay** as vice president, qualitative research.

■ **Kees de Jong**, CEO of Shelton, Conn., research company *SSI*, has been appointed vice chairman of SSI's board of directors.

■ *The Retail Feedback Group*, a Plainview, N.Y., research company, has named **Brian Numainville** a principal. Numainville will be based in Minneapolis.

■ Rhinebeck, N.Y., research company *Phoenix Marketing International* has named **Jim Timony** vice president, technology and media.

■ **Martin Grimwood** has been named divisional director for Nuremberg, Germany, research company *The GfK Group*'s life, pensions and asset management client base. Grimwood will be based in London.

■ Phoenix research company *Blueocean Market Intelligence* has appointed **Suzanne Schlundt** as vice president, client services; and **Jennifer Schranz** as account director.

■ *Discovery Research*, London, has promoted **Alan Hathaway** to managing director.

■ *Ipsos Understanding Unlimited*, a Cincinnati research company, has appointed **Gordon Milne** to lead the company's business in Asia-Pacific. Milne will be based in Bangkok, Thailand. Additionally, **Cynthia Mile** has joined Ipsos's qualitative team in Asia-Pacific and **Jaisy Desai** has joined Ipsos in Singapore.

Q Research Industry News

Acquisitions/transactions

■ **IBM**, Armonk, N.Y., has agreed to acquire Pittsburgh data software company **Vivisimo**.

■ Danbury, Conn., research company **IMS Health** has acquired **DecisionView**, a San Francisco software company.

■ **Piramal Healthcare Ltd.**, Mumbai, India, has agreed to acquire **Decision Resources Group**, a Burlington, Mass., research company.

■ Palo Alto, Calif., private equity firm **Symphony Technology Group** has acquired **Source Healthcare Analytics LLC**, a Phoenix research company.

■ Plano, Texas, research company **e-Rewards Inc.** has agreed to acquire Columbus, Ohio, research company **iPinion LLC**. IPinion will be rebranded as Research Now Mobile.

Alliances/strategic partnerships

■ Vancouver, B.C., research company **Vision Critical** has partnered with **Sinitor**, a Sundbyberg, Sweden, research company, to bring Vision Critical's panels to the Nordic and Baltic countries.

Separately, Vision Critical has partnered with Perth, Australia, advisory firm **Metrix Consulting**, allowing Metrix access to Vision Critical's suite of research tools.

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Association/organization news

■ **The Global Research Business Network** (GRBN) has agreed on a program of work for 2012-2013. The European Federation of Associations of Market Research Organizations, Brussels, Belgium, will lead standards and self-regulation development. The Americas Research Industry Alliance will lead the development of new initiatives to measure the growth and predict the future development of the research sector. The Asia Pacific Research Committee, Glebe, Australia, will lead development of GRBN information resources.

Awards/rankings

■ **The Americas Research Industry Alliance** has announced **Martha Alicia López Contreras** of Pearson, Mexico City, and **Maria Belén Gonzalo** of Datos Claros, Buenos Aires, Argentina, as winners of the first Manolo Award for Future Industry Leaders in the Americas. The award honors the late Manolo Barberena by exposing emerging research industry leaders to research cultures in foreign countries.

■ **Ewa J. Kleczyk** of Horsham, Pa., research company ImpactRx has received the Rising Star Award by the **Healthcare Businesswomen's Association**, Fairfield, N.J. The award recognizes the outstanding performance and commitment to excellence of those who contribute on a daily basis to their companies' successes.

■ Waltham, Mass., research company **Affinnova Inc.** has been named a Cool Vendor by **Gartner Inc.**, a Stamford, Conn., research company. Cool Vendors are selected for being innovative, impactful and intriguing.

■ **Andrea Schrager** of Meadowlands Consumer Center, a Secaucus, N.J., research company, has received the 2012 Arline Simpson Leadership Award from the **Meadowlands Regional Chamber of Commerce**, Rutherford, N.J. The award recognizes individuals who have made significant contributions to both the community and to the Chamber through their leadership and commitment.

New accounts/projects

■ **Opinions For Good Inc.**, a Portsmouth, N.H., research company, has adopted Austin, Texas, research company **Kinesis Survey Technologies LLC**'s Kinesis Survey platform as its online survey solution.

■ **Lego Systems Inc.**, an Enfield, Conn., toy manufacturer, has joined **The Coalition for Innovative Media Measurement**, a New York audience measurement group of TV networks, media agencies and marketers.

■ New York researcher **The Nielsen Company** has confirmed that programming viewed via Philadelphia media company **Comcast**'s On Demand platform can be counted in time-shifted measurement, including C3 commercial ratings. The C3 rating measures the average commercial minutes in a program that were viewed live and time-shifted through video on demand or DVR playback in the three days following a linear broadcast.

■ **Research Now**, Plano, Texas, has entered into an agreement with **American Airlines**, Fort Worth, Texas, to allow members of American Airlines' rewards program AAdvantage to earn AAdvantage miles for participating in Research Now's By-Invitation-Only panel.

■ **Libero**, an Italy online portal and e-mail provider, has selected Reston, Va., research company **comScore Inc.**'s Digital Analytix as its analytics platform provider.

■ Research companies **Autobytel Inc.**, Irvine, Calif., and **AutoPacific**, Tustin, Calif., have partnered to publicly survey recent car and truck buyers' satisfaction ratings of new 2012 vehicles.

■ Fresno, Calif., research company **Decipher Inc.**'s Beacon survey platform has been adopted by London research company **DataTree ConneXions Ltd.**

New companies/new divisions/relocations/expansions

■ **Zodiak Kids**, the children's division of Zodiak Media, Paris, has established the Research Lab, its international research department. François Vallerian has been promoted to vice president, marketing research, Zodiak Kids, to lead the operation.

■ Research companies **Ibope Media**, Rio de Janeiro, Brazil, and **Repucom**, Stamford, Conn., have launched Ibope/Repucom Sports, a research service for Latin America's sports industry. The service will begin operations in Buenos Aires, Argentina.

■ Rotterdam, Netherlands, consumer packaged goods company **Unilever** has opened a Customer Insight and Innovation Center in Mumbai, India, to study how consumers shop fast-moving consumer goods products.

■ Columbia, Md., research company **Arbitron Inc.** has opened a new facility in Kochi, India, to increase its scale of operations in India.

■ Researchers Catherine and Angela Paura have launched **Capstone Global Marketing and Research Group**, Los Angeles, to serve the film industry.

■ Kokomo, Ind., research company **MarketVibes** has opened a new research facility, dubbed MarketVibes Research @ WFYI.

■ **Roda Marketing Research Inc.** has relocated to 261 Old York Road, Suite 404, Jenkintown, Pa.

■ **Marketing Intelligence Professionals**, Atlanta, has changed its name to **Market Research Recruiter.com**. The company is online at www.marketresearchrecruiter.com.

■ **BayaSoft**, a Leominster, Mass., research company, has rebranded as **Jibunu**. The company is online at www.jibunu.com.

Research company earnings/financial news

■ **Focus Pointe Global**, Philadelphia, has received capital from **MVC Private Equity Fund L.P.** Terms of the financing were not disclosed.

■ **EyeTrackShop**, New York, has closed its first round of funding of $3 million, with **Northzone** as lead investor.

■ **Qualtrics**, Provo, Utah, has received $70 million from **Accel Partners** and **Sequoia Capital** to expand its headquarters and increase staff.

■ **ComScore Inc.**, Reston, Va., announced quarterly revenue of $62.3 million for the first quarter of 2012, an increase of 18 percent over the prior-year period.

■ **Harris Interactive**, Rochester, New York, reported an 8 percent decrease in revenue to $34.1 million in the quarter ended March 21, 2012.

■ **Confirmit**, Oslo, Norway, announced 34 percent increase in revenue from mobile solutions in first-quarter 2012 over the prior-year period, following the 2011 acquisition of **Techneos**, Vancouver, B.C.

■ **The GfK Group**, Nuremberg, Germany, announced a first-quarter 2012 sales increase of 11.3 percent to 345.1 million euros.

■ **Affinnova Inc.**, Waltham, Mass., announced record sales for the 39fiscal year ended March 31, 2012. Total sales increased 43 percent over 2011.

■ **The Nielsen Company**, New York, announced 3 percent revenue growth to $1,340 million for the first quarter of 2012. Net income was $25 million, compared to a net loss of $(181) million in 2011.

CALENDAR OF EVENTS

••• can't-miss activities

Marcus Evans will hold its customer experience conference on July 17-18 in Chicago. For more information visit http://www.marcusevansch.com/CEM_QMR.

The Merlien Institute will hold its annual mobile research conference on July 18-19 at The METS Center in Cincinnati. For more information visit www.mrmw.net.

IIR will hold a conference, themed "Shopper Insights in Action," on July 18-20 at the Marriott Magnificent Mile in Chicago. For more information visit www.shopperinsightsevent.com.

The Mobile Marketing Research Association will hold its general assembly, themed "Shaping the Future of Mobile Marketing Research," on July 20 at The METS Center in Cincinnati. For more information visit http://www.mmra-global.org

featured

Research Innovation and ROI Inc. will hold a 90-minute remote training session, themed "Designing, Implementing and Enhancing a Research Screening and Prioritization Process," on July 24 at 11:30 a.m. CDT. Cost to attend is $199. Attendees will earn PRC credit hours. For more information visit http://screenroi.eventbrite.com.

Marcus Evans will hold a conference, themed "Canadian Consumer Insights and Trend Spotting," on August 14-15 in Toronto. For more information visit www.marcusevansch.com/CCI_QMR.

The Australian Market and Social Research Society will hold its annual national conference, themed "Looking Forward, Looking Back," on September 6-7 at the MCEC Melbourne in Melbourne, Australia. For more information visit www.amsrs.com.au.

The RIVA Training Institute will hold its RIVA Revue training conference on September 6-7 at the Marriott Bethesda North Hotel and Conference Center in North Bethesda, Md. For more information visit www.RIVAinc.com.

The Merlien Institute will host a conference, themed "InsightsValley Europe Corporate Researchers Summit," on September 6-7 at the Dorint Hotel in Amsterdam, the Netherlands. For more information visit www.insightsvalley.com.

ESOMAR will hold its annual congress on September 9-12 in Atlanta. For more information visit www.esomar.org.

The Marketing Research Association, **Quirk's** and the **Market Research Executive Board** will host the corporate researchers conference on September 19-21 at the Fairmont Dallas. For more information visit www.marketingresearch.org.

BNP Media will host its annual Packaging that Sells conference, themed "Make it Matter," on October 1-3 at the Embassy Suites Chicago in Chicago. For more information visit www.packagingthatsells.com.

The American Marketing Association will hold its annual marketing research conference on October 1-3 at the Bellagio Hotel and Casino in Las Vegas. For more information visit www.marketingpower.com.

The Shopper Technology Institute will hold its annual LEAD Marketing Conference on October 1-3 at the Westin O'Hare in Rosemont (Chicago), Ill. The conference focuses on loyalty, engagement, analytics and digital applications. For more information visit www.leadmarketingconference.com or www.shoppertech.org.

The Qualitative Research Consultants Association will hold its annual conference on October 3-5 at the Hyatt Regency in Montreal. For more information visit www.qrca.org.

The Council of American Survey Research Organizations will hold its annual conference on October 8-11 at the Four Seasons Resort in Scottsdale, Ariz. For more information visit www.casro.org.

The Pharmaceutical Marketing Research Group will hold its annual meeting of The PMRG Institute, themed "Getting Ahead of the Curve – Advancing the Marketing Researcher," on October 14-16 at the Sheraton Philadelphia Downtown Hotel in Philadelphia. For more information visit www.pmrg.org.

The 2012 **Ethnographic Praxis in Industry Conference,** themed "Renewal," will be held on October 14-17 at the Savannah College of Art and Design in Savannah, Ga. For more information visit www.epiconference.com/2012.

Research & Results will hold its annual conference on October 24-25 at the MOC Convention Center in Munich, Germany. For more information visit www.research-results.com/trade-show/exhibitor-information.

ESOMAR will hold its qualitative research conference, themed "Informing Strategic Decision Making and Action," on November 6-8 in Amsterdam, the Netherlands. For more information visit www.esomar.org.

IIR will hold its annual conference, "The Market Research Event 2012," on November 12-14 at the Boca Raton Resort and Club in Boca Raton, Fla. For more information visit www.themarketresearchevent.com.

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.


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page 52 The stronger the relationship, the finer the data; the deeper your data, the better the bond.

What's coming for the rest of 2012

It's hard to believe but after this month there are only four editorial issues of Quirk's left in 2012! As always, our annual Researcher SourceBook will come out in September in lieu of our regular magazine and we're excited to wrap up the year with strong issues! Look for articles on topics such as social media research and marketing (August); customer experience and health care research (October); international research and research panels (November); and qualitative research (December). If you're interested in writing for our magazine or e-newsletter, contact Editor Joe Rydholm at joe@quirks.com or Content Editor Emily Goon at emily@quirks.com.

MyQuirks: Your customized research dashboard

Quirk's has been vetting, aggregating, editing and organizing content to bring you the best and most useful marketing research information for over 25 years. In December 2010, Quirk's debuted MyQuirks, an industry dashboard of all the blogs, Twitter feeds, LinkedIn groups and research news that you can tailor to your own interests. We want to give our readers the power to choose the information you want to see! Start customizing your dashboard today at quirks.com/MyQuirks.

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MARKETING RESEARCH ASSOCIATION
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CORPORATE EXECUTIVE BOARD

CORPORATE RESEARCHERS CONFERENCE

SEPTEMBER 19-21, 2012 • DALLAS

Free registration to the Corporate Researchers Conference!

The Marketing Research Association, Quirk's and the Market Research Executive Board have partnered to hold the second-annual Corporate Researchers Conference (CRC) on September 19-21 at The Fairmont in Dallas.

The CRC was developed by and for corporate researchers to provide the most effective way for them to learn, advance and gain a competitive edge.

For more information visit http://crc.marketingresearch.org.

Attendees who register by August 17 will receive a free iPad upon arrival at the venue. (Contest winner not eligible.)

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

Congratulations to May's winner, Michelle Jones-Bell of the Social Marketing and Communication Center, Washington, D.C. May's prize was free registration to the RIVA Revue training conference.

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Smith Research (Downtown)
Smith Research (Oakbrook)
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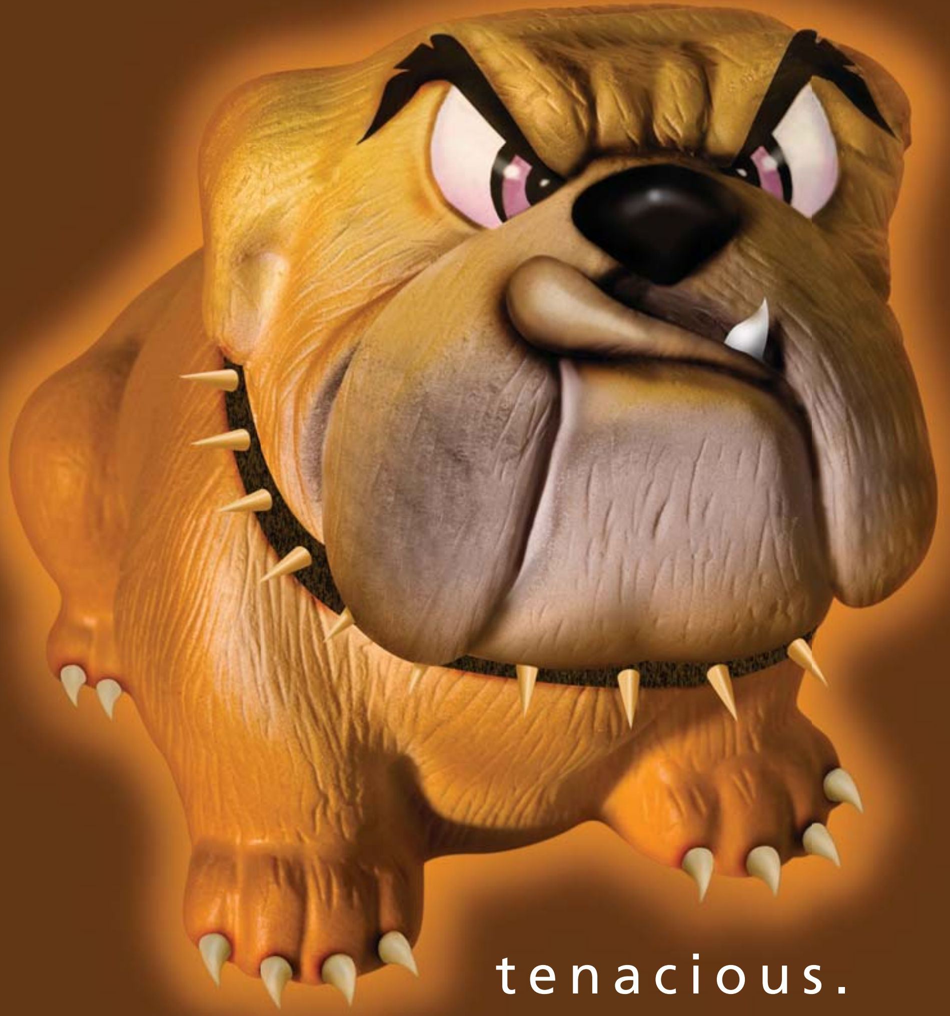
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