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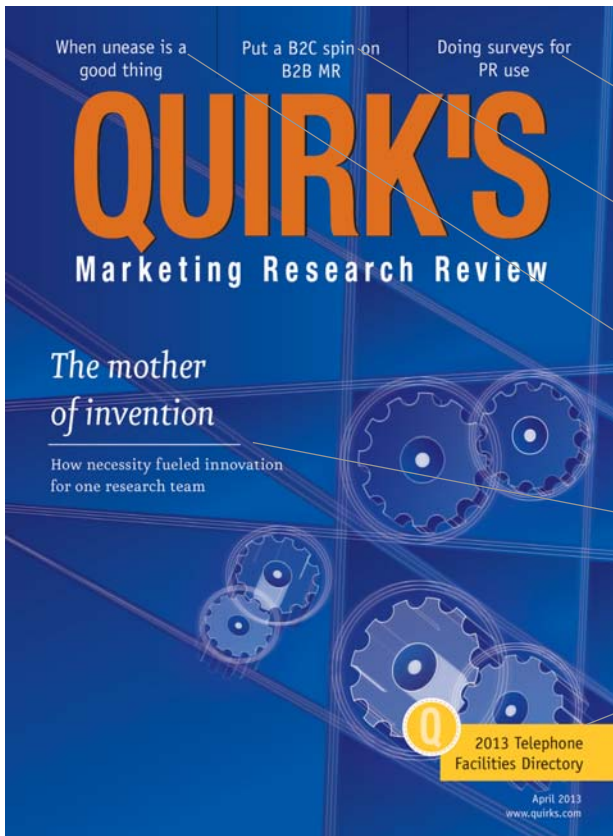
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A Google upgrade for Quirk's site search

Over the past few years, we have noticed that user preferences have changed and our general site search is getting more traffic. To ensure that we are providing the best customer experience, we've updated our Quirks.com search feature to incorporate the best and most powerful search engine available: Google.



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... get involved

We want your ideas – please!



About 10 times a year, we launch a new product or enhance a feature of our Web site. We prioritize these updates based on Web site data and user feedback. But we suspect that there are a lot of other features and information that our users and subscribers would find useful that we simply aren't aware of!

No matter how huge big data gets, there's still no substitute for asking our subscribers for their opinions and feedback. So if you have an idea for a product or process that we could improve, let us know! In fact, we want to escalate your ideas directly to the top so send your comments and suggestions to Dan Quirk, our vice president of product development, at dan@quirks.com. We look forward to hearing from you!



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●●● retailing

Fact from fiction: 10 myths of multichannel retailing

No doubt technology is changing how consumers behave and it's been a growing challenge for retailers to manage the many mediums being used to shop in stores and online. A global survey from PricewaterhouseCoopers aims to debunk 10 myths of multichannel retailing.

Myth 1: Social media will soon become an indispensable retail channel. On its own, social media isn't likely to become an important retail channel anytime soon but it is a robust marketing and communications tool.

Myth 2: Stores will become mainly showrooms in the future. Web product research actually drives far more shoppers to make a physical store purchase than vice versa.

Myth 3: The tablet will soon overtake the PC as the preferred online shopping device. While tablets and smartphones are catching up, shoppers are still overwhelmingly using PCs to shop online.

Myth 4: As the world gets smaller, global consumers are getting more alike. Although consumers shop with more global retailers than ever before, there is a wide range of local difference in consumer behaviors.

Myth 5: China is the future model of online retail. China is at the forefront of some key trends but its multichannel and online model is unique.

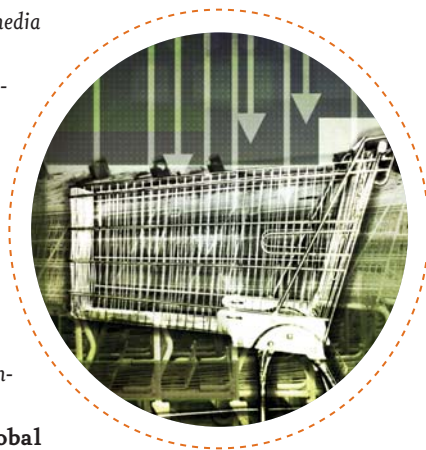
Myth 6: Domestic retailers will always have a home-field advantage over global retailers. Foreign retailers are making inroads into consumers' lists of favorite multichannel retailers.

Myth 7: Global online pure players like Amazon will always have a scale advantage over domestic online pure players. Many domestic online pure players are holding their own.

Myth 8: Retailers are inherently better positioned than brands, as they are closest to the customer. Consumers are shopping directly from manufacturers and many no longer distinguish between retailers and their favorite brands.

Myth 9: Online retail is cannibalizing sales in other channels. Consumers are actually spending more with their favorite multichannel retailers, not just shifting some purchases to a different channel.

Myth 10: Low price is the main driver of customer spend at favorite retailers. Customers value quality and innovative brands over price when shopping at their favorite multichannel retailers.



●●● consumer psychology

Thin to win? Think again.

To successfully use idealized images in marketing to women, they should be presented subtly, according to a study from Warwick Business School.

The women in the study were put through various experiments including being shown magazine pages that contained different advertisements, one of which was for a vodka. Some women received advertisements that did not feature an attractive model (no exposure), other women received advertisements that had a bikini-clad model on the opposite page to a picture of the vodka (subtle exposure) and the third group had the attractive model on a whole page next to the vodka (blatant exposure).

"When consumers are blatantly exposed to idealized images of thin and beautiful women they are more likely to use a defensive coping strategy to boost self-evaluation by denigrating the pictured woman," said Tamara Ansons, assistant professor at Warwick Business School. "This can negatively affect the products these models endorse through the transfer of the negative evaluation of the model to the endorsed product."

"However, when subtly exposed to these perfectly-shaped models, it leads to negative self-evaluation but does not interfere with their evaluation of the pictured model. Thus, the generally-positive evaluation of the model leads to a favorable reaction to the product she is endorsing."



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To download a PDF of the PricewaterhouseCoopers study, visit <http://tinyurl.com/cpolz3x>.

WHO HAS THE FOLLOWING?

8 FOCUS SUITES ✨ ✨ ✨ ✨ ✨ ✨ ✨ ✨

5 FOCUS VISION UNITS 📺 📺 📺 📺 📺

1 DEGREED CHEF 👨🍳

300 LINEN NAPKINS 🍴 🍴 🍴 🍴 🍴 🍴 🍴 🍴 🍴 🍴

44 RECRUITERS 👤

1 STATISTICIAN 📊 👨

15 PRIVATE BATHROOMS 🚿 🚿 🚿 🚿 🚿 🚿 🚿 🚿 🚿 🚿 🚿 🚿 🚿

TOO MANY PARKING SPACES TO COUNT 🚗

5 DEDICATED PROJECT MANAGERS 👤 👤 👤 👤 👤

3 FULL TIME FACILITY MANAGERS 👤 👤 👤

1 "REAL" STAINLESS TEST KITCHEN 🍴 🍴
(with mirrored observation room)

3 ADDITIONAL WORKING KITCHENS 🍴 🍴 🍴

41 ASSORTED BACHELOR/MASTER DEGREES 🎓

AND LEGENDARY VERSATILITY, HONESTY & CREATIVITY 🏆 🕶️ 🏠 🗡️



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DON'T BE FOOLED BY IMITATORS



A Trade Talk from the past still rings true today

One of my favorite gimmicks used by authors and speakers is to offer up a quotation that appears to be taken from the present day and then reveal – surprise! – that it’s actually from many years in the past. As often as I’ve seen it done, whether the point was to show how political discourse is no less civil now than it was a hundred years ago or that the fabric of society always seems to be unraveling to those living in it, I never tire of being reminded that our current struggles have much in common with those of the past.

So, in that spirit, here’s a quote from an article about the marketing research industry:

“An exploding technology is contributing to the fast pace at which the field of survey research is moving today. Despite this, growing and unresolved problems hamper some of the major accomplishments in this field. Those problems are affecting its growth in the future as well.”

Those words appeared in a 1987 Quirk’s Trade Talk article (“Accomplishments and concerns”) by Beth Hoffman, my editorial predecessor. The focus of her column was a recap of comments made by George Gallup Jr. to an audience of senior marketing executives at a Walker Research-sponsored symposium.

I stumbled across the column while

doing a bit of cleanup work on some of the older content in our vast online article archive and was struck by how it was by turns quaint and current.

The “exploding technology” she referred to was the computer, which was rapidly changing the way data could be gathered and processed. Though of course to modern eyes, the phrase could easily apply to the Web or the smartphone.

The basis for the late Gallup Jr.’s talk (he died in 2011) was data from a mail survey (!) of senior marketing executives in which the respondents were asked to comment on the future of survey research. Some of the then-current problems they cited as affecting the industry were: *telemarketers posing as interviewers* (remember when we were all so worried about sugging?); *poorly-designed surveys* (still a problem, sadly); *fear of being interviewed* (!); *a lack of understanding of the purposes of survey research* (not sure if this has changed or not); *opinions will be available only for a price* (pretty much true these days, though I’m all for rewarding people for taking time to participate in the research process); *and survey respondents, angered over fake surveys or poorly-designed surveys, will demand government regulation* (sadly, they probably don’t care enough to complain to the government; they’ll just stop helping us).

Foresaw these threats

Looking to the future, the executives foresaw these threats on the horizon:



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Joe Rydholm can be reached at joe@quirks.com

Failure to apply sampling guidelines in the surveys. Telephone stations across the country continuing to report surveys based on whomever happens to call in, without any attempt of representativeness. (See: online surveys.)

The widespread danger of government intervention and control of surveys. (Some things never change.)

Respondent reluctance to participate in surveys. Reasons for the climbing refusal rate are various: an overload of surveys; overly long questionnaires, often on dull topics; poor interviewing; invasion of privacy and time pressures are just a few. (Ditto.)

A certain lack of creativity in recent years in developing new research techniques and approaches. (This, I’m happy to note, is not a current problem. There seems to be no shortage of novel and creative research tools on the market today.)

The failure of some polling organizations to indicate the likely outcome of elections. (Still a problem, though as Nate Silver showed in a recap of poll performance after the last Presidential election in his FiveThirtyEight blog, things are getting better. What was the worst-performing poll in Silver’s analysis? Gallup.)



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// Survey Monitor



... social media research

'I got tired of minding everybody else's business'

Majority of Facebook users have taken a break from the site

Two-thirds of online American adults are Facebook users, making Facebook the dominant social networking site in the country, but not all users are in it for the long haul, according to a study from the Pew Internet and American Life Project, Washington, D.C.

In fact, there is considerable fluidity in the Facebook user population, as 61 percent of current Facebook users say that at one time or another in the past they have voluntarily taken a break from using Facebook for a period of several weeks or more. Another 20 percent

of the online adults who do not currently use Facebook say they once used the site but no longer do so and only 8 percent of online adults who do not currently use Facebook are interested in becoming Facebook users in the future.

Pew asked the 61 percent of Facebook users who have taken a break from using why they did so and they mentioned a variety of reasons. The largest group (21 percent) said that their "Facebook vacation" was a result of being too busy with other demands or not having time to spend on the site. Others pointed toward a general lack of interest in the site itself (10 percent mentioned this in one way or another), an absence of compelling content (10 percent), excessive gossip or drama from their friends (9 percent) or concerns that they were

spending too much time on the site and needed to take a break (8 percent).

Some of the verbatim responses from those who took Facebook breaks include the following: "I was tired of stupid comments." ... "[I had] crazy friends. I did not want to be contacted." ... "I took a break when it got boring." ... "It was not getting me anywhere." ... "Too much drama." ... "You get burned out on it after a while." ... "I gave it up for Lent." ... "I was fasting." ... "People were [posting] what they had for dinner." ... "I didn't like being monitored." ... "I got harassed by someone from my past who looked me up." ... "I don't like their privacy policy." ... "It caused problems in my [romantic] relationship."

The 20 percent of online adults who have used Facebook in the past but no longer do so said: "It's a gossipy thing." ... "I didn't like to talk too much." ... "I'm not social." ... "My account was compromised." ... "I got tired of minding everybody else's business." ... "Not enough privacy." ... "Got too many communications." ... "Takes my time away."

When asked in the mid-December 2012 omnibus survey to assess the amount of time they spend on Facebook and the general value of Facebook in their lives, a majority of users said the site is as important now as it was a year ago and about half said they use the site as much now as they did a year ago. Almost 30 percent of Facebook users said the site has become less important to them than it was a year ago and 34 percent of current users said the amount of time they are spending on Facebook has decreased over the past year. Twelve percent of Facebook users said the social networking site has become more important to them than it was a year ago and 13 percent of current users said the amount of time they are spending on Facebook has increased over the past year.

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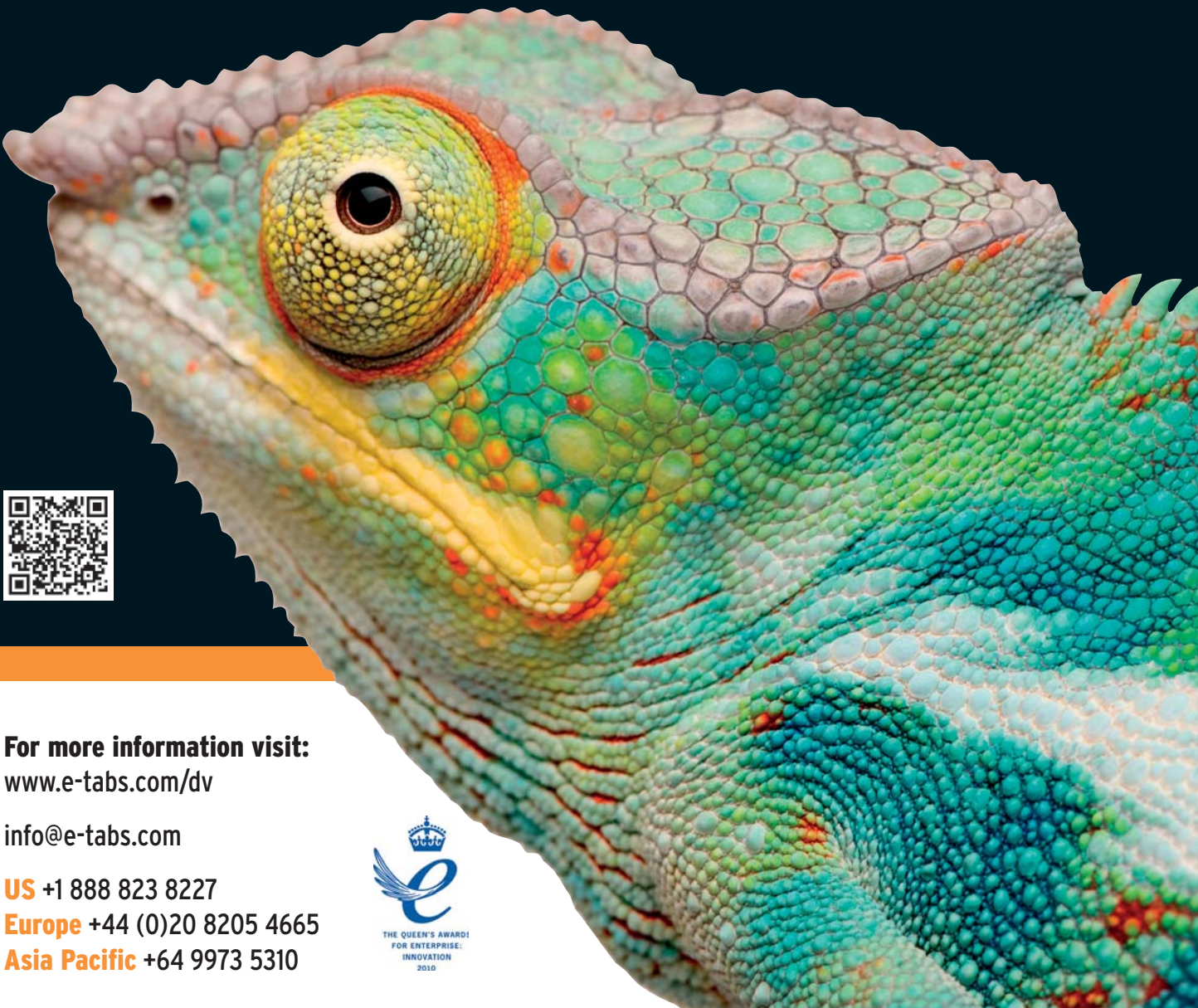


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●●● brand research
Tech transcending

Amazon, Apple and Google earn top honors in reputation rankings

The number of companies with great reputations is declining with each passing year but those few companies that consumers hold in high esteem do share some similarities, according to Rochester, N.Y., research company Harris Interactive's 2013 Harris Poll RQ Study, which engages the general public to measure the reputations of the 60 most-visible companies in the country.

In 2013, only six companies achieved RQ scores of 80 and above (signifying a great reputation), which is 25 percent fewer companies than in 2012 and nearly two-thirds less than just two years ago. However, the three companies that earned the highest reputation rankings in 2013 all began in the tech sector and then parlayed their favorable public opinion into other areas.

Earning the highest reputation in the 2013 study was Amazon.com, edging out last year's most reputable company, Apple, which ranked second. This is Amazon's first time earning the top ranking but the fifth consecutive year with a great reputation score. The Walt Disney Company, Google and Johnson & Johnson completed the top five. This is Google's eighth consecutive top-five appearance.

RQ measures six dimensions that comprise reputation and influence consumer behavior. The dimensions – and the 2013 leaders – were social responsibility (Whole Foods), emotional appeal (Amazon.com), financial performance

(Apple), products and services (Amazon.com), vision and leadership (Apple) and workplace environment (Google).

Amazon's reputation strength runs wide and deep as it ranked in the top five in five of the six dimensions of reputation. Amazon had a five-point advantage over any other company in the study in the dimension of emotional appeal, despite an entirely virtual relationship with the public. Amazon also achieved the top rating in products and services. Amazon earned nearly 100 percent positive ratings on all measures related to trust. More than 50 percent of respondents also recall discussing Amazon with friends and family in the past year and nearly 100 percent of these conversations were positive.

The results for Apple and Google are equally as impressive as those for Amazon and continue a compelling trend that has been developing for the past few years – companies that begin in the technology sector, which is by far the highest-rated industry when it comes to reputation, absorb the reputation equity from the industry, then transcend the industry to become a more multi-faceted business. Companies that can do this are perceived to play a valuable social role – a characteristic that has become a key driver of reputation.

AIG and Goldman Sachs returned to the bottom-two reputation positions on the list of the most visible companies, joined by Halliburton, American Airlines and Bank of America. But with a full six-point increase in RQ score, Bank of America had the highest year-over-year increase. Best Buy and Honda experienced the greatest decline in RQ scores with 6.76 and 4.73 points, respectively.

While still in negative territory, the banking industry showed some encouraging signs. Positive ratings of the industry were 25 percent, a more than 50 percent increase from 2012. Wells Fargo became the first of the four big banking companies in the past four years to move from negative to positive equity in the dimension of emotional appeal.

www.harrisinteractive.com



●●● packaging research
Forking out for fresh

Forget bells and whistles, consumers want fresh and sustainable packaging

When it comes to food and beverage packaging, consumers are most likely to pay more for value-added features that relate to freshness and sustainability, according to a global study conducted by New York research company Ipsos InnoQuest. Consumers from around the world were given a list of potential packaging features and asked which ones they would be willing to pay more for. On a global basis, consumers were most likely to say they would pay more for packaging that keeps food fresh longer (55 percent) and packaging that is environmentally-friendly (55 percent).

Following freshness and environmental benefits, consumers said they were likely to pay more for packaging that is reusable (42 percent) and easier to use (39 percent). Interestingly, more sophisticated packaging features were less likely to motivate consumers to spend more: packaging that prevents mess or spills, keeps food and beverages at the right temperature and makes it easier to eat and drink on-the-go ranked lowest (34 percent, 33 percent and 31 percent, respectively).

The survey also revealed that certain countries were more likely to say they would pay more for fresh and sustain-

able packaging. South Africa, Malaysia and India were most likely to say they would pay more for packaging that keeps food fresh longer and Mexico, South Africa and Indonesia were most likely to say they would pay more for environmentally-friendly packing.

www.ipsos.com



●●● entertainment research

Popcorn profiles

Staggering draw of the silver screen keeps moviegoing steady

Seventy percent of Americans ages 12+ reported seeing one or more movies at a theater in 2012, which is in line with moviegoing in 2011, according to the 2012 American Moviegoing report from the Nielsen National Research Group, New York. The demographic makeup of the moviegoing audience has remained relatively consistent over the last couple years but the proportion of younger moviegoers (ages 12-24) and oldest moviegoers (65-74) has grown gradually at the expense of middle-aged moviegoers (25-54).

Overall attendance to new-release movies was on par with a year ago (6.8 movies per person on average, compared with 6.9 in 2011), while moviegoing increased among Hispanics (12 percent), people ages 25-to-34 (7 percent), youths ages 12-to-17 (3 percent) and males (3 percent). Although there were slightly more female moviegoers than male moviegoers in 2012 (51 percent and 49 percent, respectively), men accounted for 55 percent of theatrical attendance.

When looking at the moviegoing

www.quirks.com

audience by race/ethnicity, Hispanics were the heaviest moviegoers, as they represented 18 percent of the moviegoing population but accounted for 25 percent of all movies seen. Hispanics were also the only demographic group that went to more movies in 2012 than in the prior year (9.5 movies on average compared with 8.5 in 2011).

Going to the movie theater seems to carry a particularly positive cultural significance for Hispanics, as they were considerably more likely than non-Hispanics to view going to a theater as a way to spend time with their family and friends (86 percent vs. 77 percent). They also were more likely to spend time discussing the movies after seeing them (66 percent vs. 53 percent).

www.nielsen.com



●●● hispanics

A look at Latinos

Hispanic men hold sway in household purchase decisions

While the Hispanic population is growing at a fast pace in the U.S. – and with them their purchasing power – it seems much of the focus has been on Latinas, neglecting an equally-important Hispanic shopper: Hispanic men. According to data from Chicago research company Mintel, some 42 percent of Hispanic men and more than half of Hispanic dads are the top decision maker on purchases made in their household.

Influence in the household also varies with age. Fifty-four percent of Hispanic men ages 45-to-64 have the most influence on their household purchasing decisions, as do half of Hispanic men ages 35-to-44, versus 44 percent of those ages 25-to-34.

When it comes to where to shop, 75 percent of Hispanic men shop for food items at a traditional grocery store, making it the leading destination among Hispanic men for food shopping for their household. However, Hispanic fathers are more likely to purchase groceries at mass merchandisers, with 71 percent doing so, compared to 63 percent of Hispanic men without children.

Despite their active role in the household, when it comes to their portrayal in the media, two-thirds of Hispanic men believe they are stereotyped by advertisers. Meanwhile, half of Hispanic men think that Hispanic women are positively reflected in the media.

As for key purchasing factors, Latinos like to play it safe. Some 44 percent of Hispanic men bought a new product after first sampling it in a store, while 42 percent made a purchase after a friend or family recommended the product. Around a third of Hispanic men are more likely to be influenced by ads on Spanish-language TV than ads on English-language TV.

In certain categories, Hispanic men are more brand loyal than Latinas and are often willing to pay a bit more for their preferred brand. Thirty-five percent of Hispanic men think more expensive brands of laundry detergents are more effective than bargain brands – versus 31 percent of Hispanic women – and 58 percent of them only shop at their favorite stores, as they are confident they will find the brands of merchandise they like there.

However, among other ethnic groups, Hispanic men are the least likely to take over grocery duties. Sixty-nine percent of Hispanic men purchased food products in the last 12 months, compared to 83 percent of their white counterparts, 81 percent of Asian and 71 percent of their black counterparts.

The likelihood of Hispanic men buying certain products is also somewhat dependent on household income, as 78 percent of Hispanic men in homes with higher income (\$100,000+) have purchased clothing or food products in the last year, compared to 67 percent of those on a lower income (less than \$25,000).

www.mintel.com

Q

IN FOCUS

Product and Service Update

●●● mobile research **'App'lause-o-meter**

Analytics tool to help review, compare and improve apps

U Test Labs, the research arm of Boston app-testing service provider uTest, has debuted Applause, a mobile app analytics product designed to analyze more than 50 million app reviews across 1 million iOS and Android apps. Applause then synthesizes this data into a 0-to-100 Applause Score for each app and grades it across 10 Applause Attributes (content, elegance, interoperability, performance, pricing, privacy, satisfaction, security, stability and usability). This data aims to enable brands to improve mobile app quality, increase user satisfaction and measure how their app stacks up from version to version and against the competition.

Applause is available free of charge and will be marketed as an independent uTest brand.

www.applause.com



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●●● segmentation

Diving deeper

New methodology to help profile consumers and target products

Quester, a Windsor Heights, Iowa, research company, has debuted Quester Segmentation, a segmentation and customer-profiling methodology



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designed to dive deeper into consumer segments. The methodology uses Quester's multilingual, software-based interviewing and text analytics platform to capture feedback from thousands of consumers within specific or all consumer segments.

Quester Segmentation aims to enable users to develop products/innovations to satisfy current/future needs of specific consumer segments; increase the depth and understanding of customer segments for defined and targeted marketing; and expand the reach into their consumer base and amplify their stories, ideas, emotions and more.

www.quester.com

●●● social media research

Most 'pin'fluential

Image recognition engine identifies top performers on Pinterest

San Mateo, Calif., Pinterest analytics solution company Pinfluencer has launched an image recognition engine that aims to help brands see which image on a particular page drives the most traffic from Pinterest. The technology also breaks down data based on URL patterns and SEO tags, helping marketers identify images and products from the Web site that are generating engagement for their brand on Pinterest and driving traffic back to their Web site.

Pinfluencer's image recognition technology is designed to work in combination with URL and SEO parsing to allow marketers to perform analytics at an image, product and Web site level. Pinfluencer can tell marketers

how well a Web site or brand is doing, measured by metrics such as overall followers, pins per day, repins per pin and clicks per pin; which products are most popular; and more.

www.pinfluencer.com

●●● eye tracking

The next dimension

Virtual reality packages bring added depth to eye-tracking glasses

Berlin research company SensoMotoric Instruments (SMI) has introduced virtual reality packages for its SMI Eye Tracking Glasses. The SMI 3D Eye Tracking package combines SMI Eye Tracking Glasses with a 3-D user experience for looking at product designs and virtual shelf layouts and detects the eye-to-eye distance of the user and the gaze point in the simulation, allowing users to optimize the



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depth perception for individual physiognomies.

The SMI 6D Head Tracking Package aims to enhance SMI's mobile eye-tracking technology with real-time streaming of 6-D gaze vectors in world coordinates. This enables applications in CAVE environments, such as real-time gaze interaction with virtual avatars and 3-D games.

For full immersion into the virtual environment, active 3-D shutter glasses based on Volfoni's ActiveEye technology are integrated with SMI Eye Tracking Glasses as a snap-on module.

www.eyetrackingglasses.com

●●● brand research

BERA for a broader view

Brand equity platform links marketing efforts and financial performance

Vancouver, B.C., research company Vision Critical, MicroStrategy Incorporated, a Tysons Corner, Va., software company, and Applied Predictive Technologies, a Washington, D.C., analytics company, have partnered to release the Brand Equity Relationship Assessment (BERA), a platform designed to offer a real-time assessment of over 4,000 brands across 200 categories.

BERA is built on Vision Critical's Insight Community technologies and incorporates MicroStrategy's Wisdom to help capture Facebook affinity and popularity measurements across demography and geography, providing a social media reputation analysis.

BERA aims to allow businesses to understand the impact of decisions on a brand both today and in the future by combining voice-of-the-consumer, voice-of-the-market, valuation and investment analytics and market testing into one offering. By linking consumer perception of a brand to drivers such as changes in

product, pricing, communications distribution and service, BERA is intended to capture insights that influence financial performance and valuations across a range of brand categories.

www.visioncritical.com/bera

●●● eye tracking

Affordable and portable

Tobii debuts low-cost and lightweight eye-tracking hardware

Stockholm, Sweden, research company Tobii Technology has released a line of low-cost, lightweight, full-feature eye-tracking hardware, dubbed the Tobii X2 Eye Trackers. The trackers are available in 30 Hz or 60 Hz frame-rate models, with modular design and different hardware options.

The Tobii X2-30 Eye Tracker can be snapped on to a laptop, PC monitor or tablet via one USB cable for a portable eye-tracking solution. The device is available in Compact and Wide editions. The Tobii X2-30 Eye Tracker is designed for studies primarily aimed at determining precisely where the participants are looking – the gaze point – rather than studying timing, duration of fixations or eye movements. The Tobii X2-30 is best suited for Web site and software usability studies; copy testing, digital campaigns and TV commercials; package design studies; and real-world interface studies that require a small eye tracker, such as studies of an ATM, ticket machine or control panel.

The Tobii X2-60 Eye Tracker has many of the same features as the 30 Hz version but is ideal for studies intended to determine precisely where the participants are looking and for studying and measuring eye fixations and other eye-tracking metrics.

www.tobii.com

●●● data analysis

Trio of updates

New versions of WinCross, WinQuery and QueryWeb software

The Analytical Group Inc., a Scottsdale, Ariz., research company, has released version 13 of its WinCross tabulation software. Highlights of WinCross 13 include express table setup for SPSS data; a new VAR+ feature for use with variable data; small sample-size suppression; enhanced banner creation; enhanced charting options; constant percentages capability; new row statistics; the ability to move job and data files using drag-and-drop; rank on a previous table; compatibility with SPSS version 21; and more.

The company has also updated WinQuery and QueryWeb Designer, its data collection and project management solution. Highlights of WinQuery 13 and QueryWeb Designer 13 include a new study dashboard; express data export feature to SPSS, Excel and other delimited file types; the ability to review open-end data feature; a search-and-replace answer text feature; revamped QueryWeb interviewing; and a new text highlight QueryWeb question type.

www.analyticalgroup.com

●●● panel software

More control for everyone

Kinesis Panel 4.0 offers upgrades for researchers and panelists alike

Kinesis Survey Technologies LLC, Austin, Texas, has released the latest version of its panel management solution, Kinesis Panel. Kinesis Panel

4.0 offers Visual Query Builder for building visually-aided query trees without the need to understand background logic. It also offers “smart” folders to automatically organize projects for companies launching numerous projects. In addition, one-click chart previews depict query results to determine available sample and the sample’s demographic makeup.

Additional new features include automated e-mail templates that can be customized for specific community audiences, along with self-configurable e-mail and SMS contact settings to give panelists control over how and how often they may be contacted. Facebook login for panelists, automated incentive redemption options and further social media enhancements provide panelists with additional control.

www.kinesissurvey.com/kinesis-panel

●●● automotive research

Ignite your insight

InsightExpress and Polk partner to offer auto ad research solution

Stamford, Conn., research company InsightExpress has partnered with Polk, a Southfield, Mich., automotive information company, to use Polk’s data to power the Ignite Auto research solution. IgniteAuto uses InsightExpress’s digital advertising measurement capabilities with Polk’s census of vehicle registration data to provide insight into the ROI of advertising campaigns and how ad exposure drives buying behaviors.

Ignite Auto is designed to work by flagging specific opt-in panel members who have been exposed to an automotive campaign and then matching them against Polk’s census of vehicle registrations. The combined respondent profile reveals an online campaign’s impact, from ad exposure and brand attitudes

www.quirks.com

to actual purchase behavior. Since purchaser data comes from a registration census, all sales information is based on actual behavior. However, surveys can query respondents on a custom selection of KPIs, including in-market status, dealer visit (by make and model), test-drive (by make and model) and type of purchase (new, used or leased).

www.insightexpress.com

●●● mobile research

Next for mobile qual

Revelation platform uses mobile communities to gather insight

Portland, Ore., research company Revelation Inc. has launched Revelation|Next, a qualitative consumer research platform designed to use mobile devices and the Web to capture in-the-moment consumer behaviors and insights.

Revelation|Next aims to bring a social community feel to mobile and online qualitative research with social features like feeds, visual sharing, commenting, liking and push notifications. The platform can also be white-labeled, allowing customers to have their own branded iOS and Android apps for which Revelation will provide provisioning and ongoing support.

www.revelationglobal.com

●●● ad research

Digital evolution

Ipsos updates Brand Graph Digital and Live|Test for digital ad research

New York research company Ipsos ASI|digital has relaunched its

Brand Graph Digital offering and updated its Live|Test solution.

Originally launched for the U.S. ad market in 2010, Brand Graph Digital offers in-market testing capabilities for marketers, advertisers and brand managers. The updated version is designed to be more nimble, more modular and available to more clients in more countries.

Launched in 2012, Live|Test uses the online medium to ensure consumers are exposed to a brand’s content during natural navigation and within a real context. Live|Test has been slightly updated with version 1.2, allowing Live|Test to support pre-roll video replacement on YouTube, replacement on Facebook and social comment support.

www.ipsos-na.com

●●● diy research

Pick your price

Online qual platform starts at \$0; ranges from DIY to full-service

Accelerant Research, Charlotte, N.C., has released a new pricing model for DIY use of its BlogNog online qualitative research platform.

With the DIY Free service tier, users can conduct in-depth qualitative research studies at no charge. This service tier does have restrictions on the number of research participants and access to some of BlogNog’s advanced tools but is suited for qualitative data collection among a small group of participants. The DIY Free plan, along with all BlogNog service tiers, places no limits on the duration of a user’s research project.

If a larger number of research participants or increased functionality, such as participant filtering and virtual backroom conversations, are needed, the DIY Premium service tier is available for \$49 per project.

The DIY Ultimate service tier (\$249

per project) allows users to customize branding of their projects and offers access to BlogNog's expanded suite of participant exercises, including mobile capabilities, white-space projective exercises, image/text tracking heat maps and video analysis tools.

As always, when used for academic purposes, students can access all the functionality of a DIY Ultimate BlogNog project at no charge.

For \$999 per year, the DIY Unlimited tier allows users to conduct an unlimited number of research projects over the course of one year.

For those not interested in DIY options, BlogNog developers and researchers are available to manage any or all aspects of a research project.

www.blognog.com

●●● marketing-mix

Are you Doing Digital Right?

New offering to help manage digital and traditional ad campaigns

Management Science Associates Inc. (MSA), a Pittsburgh research company, has released Doing Digital Right! (DDR), a suite of digital and social analysis products and services. DDR aims to help marketers optimize their spending efficiency by achieving the right balance between new and traditional media.

DDR is powered by marketing-mix modeling built on the MSA data management and modeling expertise. Combined with a what-if simulation and optimization tool, DDR allows users to optimize marketing activities to achieve their strategic objective.

In addition to the marketing-mix model and simulation tool, MSA has developed additional value-add solutions, including KPI reporting that leverages learning from the models; Twitter-

based segmentation to target and market to digitally-diverse consumer segments; and specialized services, such as digital testing and new product performance evaluation.

www.digitalmediamsa.com

●●● Briefly

■ Global Market Insite Inc. (GMI), a Bellevue, Wash., research company, has launched GMI Fast Track, a service designed to allow clients to field qualifying surveys within 24 hours after submitting their final questionnaires. GMI Fast Track was designed specifically for full-service, single-language online survey projects that have no more than 45 questions or take less than 20 minutes to complete.

www.gmi-mr.com

■ The Marketing Research Institute International, St. Louis, and the University of Georgia, Athens, Ga., are developing an online marketing research course for mobile marketing research. The course will be written by Ray Poynter and Navin Williams and edited by Reg Baker.

The course will provide an introduction and overview of mobile marketing research and cover topics such as the technologies that underpin and enable mobile marketing research, the role of mobile marketing research in quantitative and qualitative research and best practices in designing mobile surveys.

www.mrii.org

■ Provo, Utah, research software company Qualtrics is offering Forrester Research's white paper, titled What Needs to Happen in Market Research in 2013, for free to marketing researchers. The report addresses how to be seen as a business driver, where to invest resources to make the biggest impact and how to best leverage technology vendors.

Separately, Qualtrics announced that organizations using the

Qualtrics Research Suite sent more than one billion surveys in 2012.

www.qualtrics.com

■ Researchers Leslie M. Harris, Paul Johnson, Gerald Linda and Jim Neuwirth have collaborated to conduct an omnibus study of Boomers and grandparents. The sample will consist of approximately 1,000 U.S. adults ages 45-to-70 and report on the impact of new technologies, the travel and leisure industries, banking and mutual fund companies, personal health, housing, fashion/retailing and retirement communities.

www.maturemarketing.com

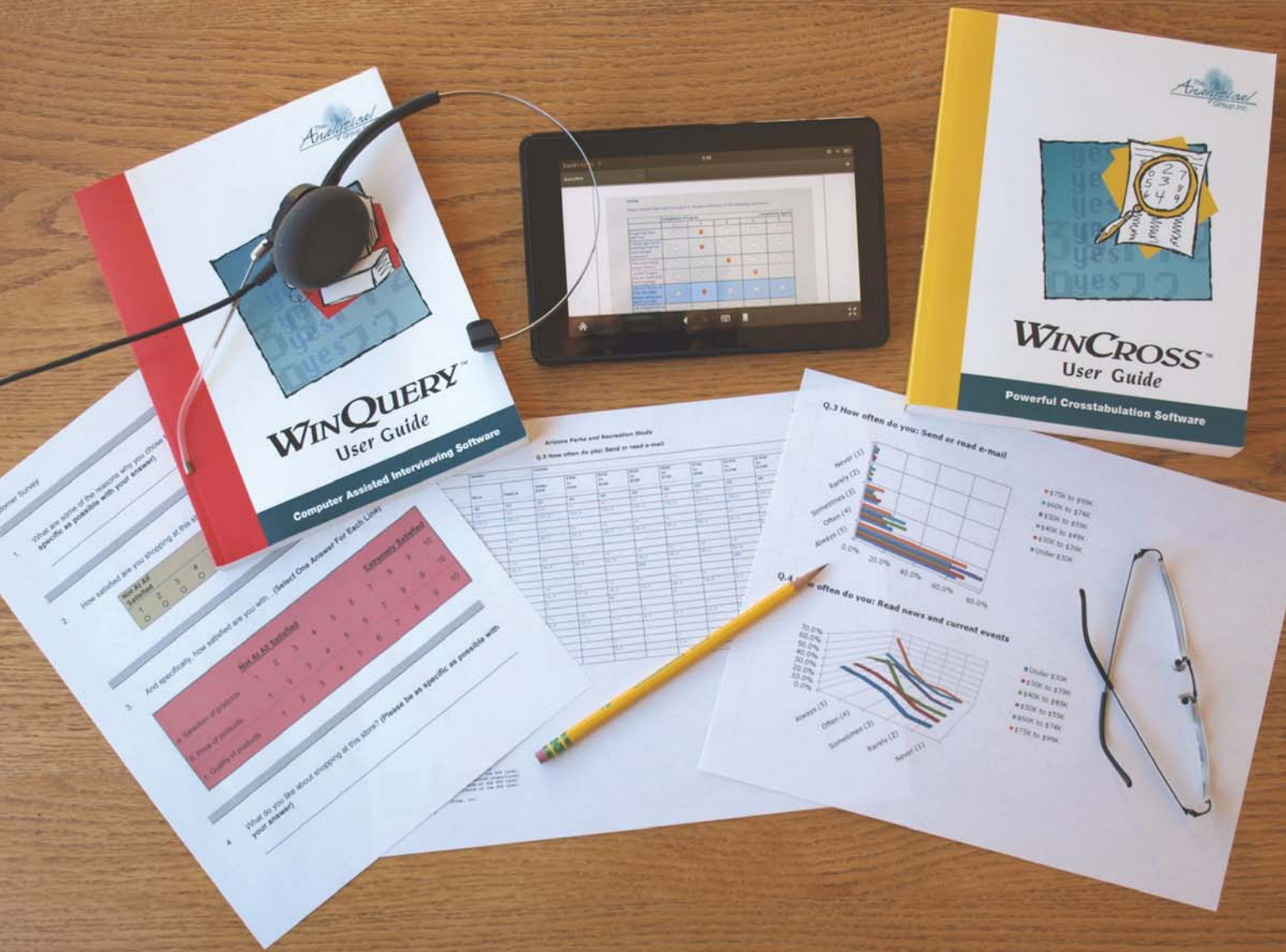
■ Reston, Va., research company comScore Inc. has expanded its mobile measurement assets to include data on more than 1 million smartphone users, 400,000 tablet owners and 150,000 households with connected home devices, such as game consoles and smart TVs.

www.comscore.com

■ Fresno, Calif., research company Decipher Inc. has released Participation of Mobile Users in Traditional Online Studies, Q4 2012, a follow-up to the company's 2012 white paper exploring respondent behavior when completing online studies from a mobile device. The follow-up study showed that the amount of survey takers migrating to mobile devices is slowing, although mobile users still represent a sizeable portion of all survey starts.

www.decipherinc.com/n/news

■ Catalyst Healthcare Research, Nashville, Tenn., has released an e-book, titled *Choosing the Best Solution for Testing Concepts & Creative Campaigns: Online Survey vs. Online Focus Groups – Which Should Your Healthcare Organization Choose?* The e-book is available as a free download at www.catalysthealthcareresearch.com/choosing-best-solution-ebook.



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A little unease can do wonders

| By Jennifer Larsen

snapshot

Sometimes it pays to keep respondents a bit off-kilter during focus groups.

As qualitative market researchers, we are skilled at making participants comfortable in focus groups or interviews but sometimes it helps to do the opposite. When you nudge someone to step out of his/her comfort zone, you often get more in return.

Nearly every participant who comes to research has some preconceived notions of what's going to happen. Who hasn't seen a focus group, even if it's just in parody form à la *Saturday Night Live*, Domino's Pizza, Snickers, etc.? (FYI, I will refuse to moderate focus groups with the Snickers sharks.) The participants enter the room with a plan in mind of exactly what the topic is, what they know and think about the topic and some idea of what they will be asked about it.

However, when the discussion does not follow the expected path, causing the participants to experience a few uncomfortable moments, they are surprised into letting their guard down and thinking a little deeper. And by becoming more engaged in the conversation, they also tend to enjoy it even more.

Take the group on a trip back in time.

Does anything bond a group of people more than making it through those awkward high school years together? While we don't have a time machine, we like to recreate a little piece of that. We give participants a homework assignment and then ask them to present it to the class (I mean, group) at the start of the discussion. They have observed themselves in their natural environments and committed to their opinion prior to attending the research but having to do "an oral report" in front of a room full of near-strangers is no easy feat.

But unlike in high school, the group bonds together and helps each other through the discomfort. You can feel this bonding change the tone in the room. The group feels like they are all in it together and they share things with each other that they might not have, had they not bonded through the first few minutes of nervous tension in the group.

Revel in the tangent (at least a little).

It also helps to know when a participant needs a little help feeling comfortable. Adult participants expect to do a quick introduction, briefly telling you about themselves – their marital status, their occupation, number of kids, etc. But if you ask them to go on a tangent by elaborating further on one of these points, you can see the surprise on their faces. Sometimes, an irrelevant or even irreverent question can actually melt the discomfort. For example, I once asked someone, "I have to know, how did you decide to be a mortician?" And he laughed disarmingly, said "Long story ..." and then proceeded to tell me. His answer (that he was writing a TV show pilot about a funeral home – we were in L.A., after all) was not immediately relevant to the research and I am sure the clients in the back room were scratching their heads but sometimes an unexpected tangent is just what is called for.

For me, it served two purposes. It helped make the participant feel more comfortable with me, because he got to reveal a little bit about himself and his dreams and it gave me key insights into the person sitting in front of me that I used as a prism through which to view the rest of his feedback.



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For kids groups, if you see a kid squirming, give them a chance to complain about that annoying little sister of theirs. No kid will refuse the chance to vent and chances are they will find a few allies in the room too! It also turns you, the moderator, into an ally of sorts.

By bucking the expectation that

the group needs to stay on-topic 100 percent of the time, you can actually free the participant to reveal more about themselves and their true feelings about the topic at hand.

Embrace awkward silences.

Sometimes when you ask a participant to brainstorm or list everything they are thinking or feeling in a

situation, they will throw out a few easy, top-of-mind responses and stop without looking inward for more. Don't fill the silence. Let it grow uncomfortable until the participant looks to fill it. Sometimes, the best answer is not the quickest and when they dig deeper they come up with really great insights.

Reset expectations. No demographic knows the market research script better than physicians. They rush you through the confidentiality mumbo jumbo with a nod and a wave of the hand and rattle off their stats – years in practice, number of beds in the hospital, basic patient makeup, etc. Then they slump back in their seats and wait for you to show them a product profile to critique or probe their treatment algorithms.

But hand them a funny little drawing or a stack of random pictures and they sit up and take notice. Some become so uncomfortable that they will even tell you that they can't do the exercise – it's not how their minds work. But with a little encouragement and gentle (or not-so-gentle) prodding, they will laugh and play along and take great pains to describe and even do something like draw the typical woman who would use competing birth-control methods. And they too are often surprised by the insights revealed, like they don't just look at a patient's medical characteristics when considering her birth-control solutions.

Truly see themselves

While you of course can't and shouldn't keep the participants off-center for the entire discussion, sometimes participants can only truly see themselves if they step out of their comfort zone. Therefore, we, as qualitative researchers, should not fear uncomfortable moments, because these moments can often lead to incredible insights. **1**

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Bayes nets: Understanding the best newest thing – Part II

| By Steven Struhl

snapshot

In the second part of a two-part series on Bayes nets, Steven Struhl explores their capabilities and outlines what to look for in a Bayes software program.

Last month, in the first part of this two-part series on the remarkable realm of Bayes nets, we covered some background, including what Bayes nets do and what makes a Bayes net Bayesian. We touched on some of the ground rules and then discussed the central concept of conditional probability. We also showed how conditional probability can solve problems that really elude us intuitively, including the famous (or infamous) Monty Hall *Let's Make a Deal* problem, in which you decide whether to stick with the door you chose or switch to another one.

This month, to wrap things up, we'll show what makes them so notable, giving two practical examples dealing with the type of messy data we often find at the end of a research study.

Patterns and connections

As mentioned in the first article, Bayes nets find patterns and connections in data. They seek out the best connections among sets of variables, showing which variables are most closely related and how all the variables in a data set work together to predict the dependent variable.

In this example, we will show how one network found a compelling structure in a very messy data set. This was a typical sprawling questionnaire, where everybody involved had a pet question or two (or four) and then of course expected their questions to appear in the final model. The more thoughtful people of course knew that all these questions were not needed – some items even could be spotted right away as near duplicates – but this did not alter the strong general expectation that everything would get fit into the model.

This type of data set often leads to consider-

able frustration for the person charged with making some sense of it all. This is especially the case if developing a true multivariate model becomes an objective only after those involved say collectively, "There is too much to make any sense of here!" following many brave struggles with stacks of devotedly-prepared crosstabulations.

There are only a few options for dealing with such unruly data sets and making a model with all or most of the variables. Both structural equation models (SEMs) and partial least squares (PLS) path models have been turned toward this use. However, both of these methods struggle with a large burden of variables to process.

PLS path models require a great deal of testing and retesting, grouping variables and moving variables from group to group. Finally, with a large number of variables, none of the predictors seems to have much effect. SEMs share many of these complications and also may fail to run at all. As these models grow large, they also need to include fleets of "unknown" quantities, typically not shown in any final discussion but essential for the model to run. The large number of items and connections can be difficult to juggle.

However, as we will now explore, Bayes nets do nearly all the hard work themselves. In this example from a study of a pharmaceutical product, the entire network was monstrous, with 54 variables connected to the dependent measure ("I would use this again due to quality" on a likelihood scale), including: an effective medicine; product reduces disease; I know what to expect; preferred customer delivery plan; inspires loyalty; brand I trust; ample supply; good level of samples; my first choice; rep keeps me informed, etc.



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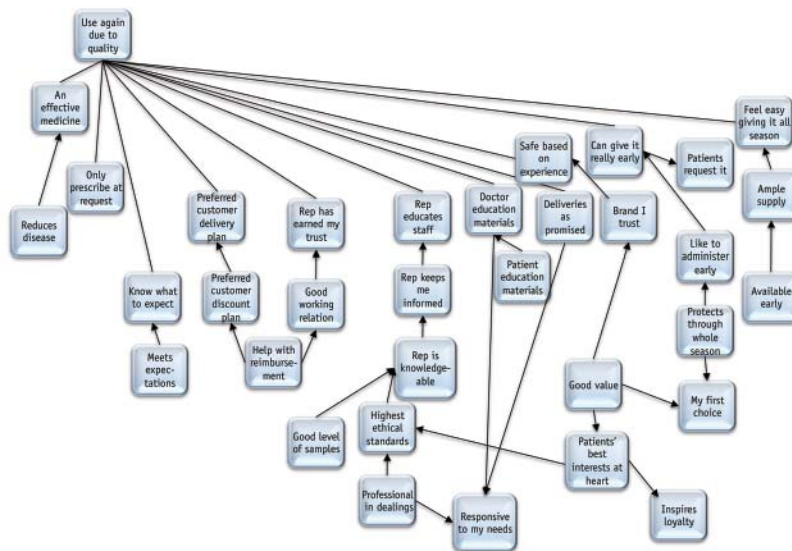
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Figure 1



The diagram in Figure 1 shows how the network found logical arrangements in these variables. The complexity here can be daunting. Yet when we look carefully, one section at a time, there are many surprising yet intuitive relationships. For instance, starting in the lower right, note how “inspires loyalty” comes from the idea that the company “has patients’ best interests at heart” and that “good value” in turn supports “patients’ best interests.” Good value also leads to “my first choice” and “brand I trust.” “Protects through the whole season” is another factor going toward “my first choice.”

Let’s pull aside just the variables closely related to “my first choice” (Figure 2). Note that its closest connections are “good value” and “protects through the whole season.” These both seem to be more hard-edged, objective criteria. But then, good value is linked directly to “(has the) patients’ best interests at heart.” So a drug is not really a good value unless the doctor believes the maker cares about patients.

Also back in the larger diagram, note all the variables that are not directly connected with “first choice,” including the more relationship-oriented “responsive to my needs.” That is its own focal point, in fact (at the bottom somewhat to the right of center), where (rather neatly), “professional in dealings” and “deliveries as promised” converge with

“doctor education materials.” For some pharmaceuticals, such as vaccines, it is key to doctors that they get the right materials that explain the applications and even storage of the product.

Throughout the network there are other very logical-seeming connections. Anywhere we look, the chains of variables and how they connect, makes sense. Note that not all the arrows go toward the dependent. But recall that variables will have effects on the dependent or target variable, regardless of which way the arrows point.

The fit is very good, with 63 percent correct prediction of the target variable – very strong considering we used a stringent “hold out” testing method called cross-folded validation. We can discuss cross-folding at another time but it means that the correct prediction level has been reached with stiff testing requirements.

Did not have to struggle

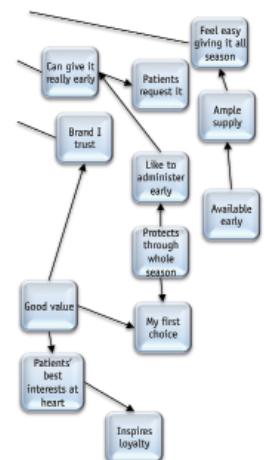
Importantly, we did not have to struggle trying to fit together this model ourselves, as we would have needed to do with the SEM and PLS path-modeling methods. We did have to give the model all of 20 seconds to run and do all its validation testing. Certainly there was advance time spent making sure the data set was clean and ready to analyze. But beyond that, we just needed to follow a

few relatively straightforward steps:

- testing several alternative network-building methods and seeing what they produced;
- finding if adjusting the threshold for “value of information” affected results;
- checking to see if further restrictions on the number of connections between parent and child nodes improved structure;
- testing a few connections to see if they could be reversed to clarify relationships; and
- trimming a few connections that were extraneous (there are a few characteristic forms of connections within networks that, based on experience, can be safely eliminated).

At each step we checked overall network performance based on two criteria.

Figure 2



The first, correct classification levels, will be familiar to those having experience with discriminant analysis. That is, we determine how well each value of the dependent variable is predicted. The dependent variable in this example could take 10 values. We also tested information scores, not accepting a solution where the information score was appreciably worse than the best we obtained.

However, paramount was whether the network made substantive sense. Did the connections not only predict the dependent variable but also convey a coherent story about the data? Here

we have both a coherent story and very strong overall predictive power.

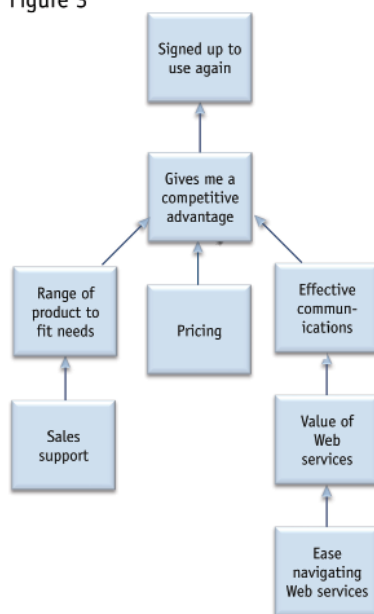
Other questions follow

Understanding patterns in variables is valuable but then other questions follow, most importantly: What are the relative effects of the variables on the dependent variable and how strongly does changing each variable affect the dependent?

Figure 3 shows an example where, thankfully, the predictor variables were heavily weeded. This is based on an information technology product and a very long questionnaire. The network is represented more simply to fit on the page. Correct prediction levels were very strong indeed for fitting questionnaire questions to behavior. This model was 74 percent correct with the same stringent validation of results.

Those of us who have tried using questionnaire questions to predict actual behavior know that this almost invariably has poor results when using

Figure 3



regression-based models. While networks do not always do as well as this one, they typically have outperformed regression-based models on overall

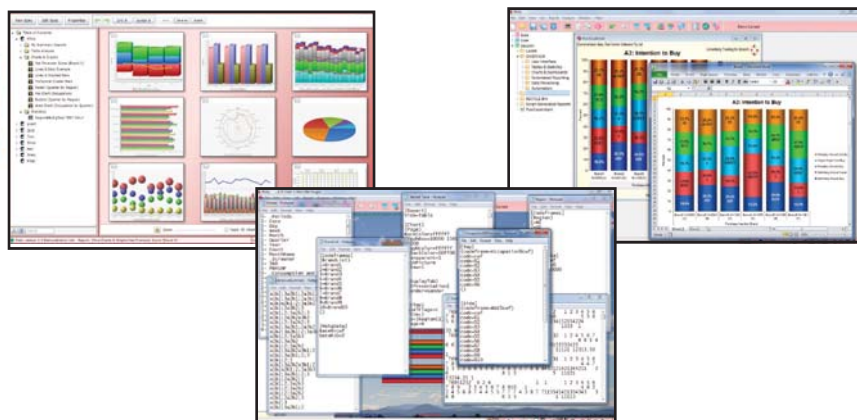
measures of model fit with a behavioral target variable, such as actual use levels, buying the item in question and so on.

Recall that the network also determines the importances of the variables and sensitivity of the dependent variable to changes in the independents. Next is perhaps the best variable-importance-measurement chart that your author has seen (Figure 4). It compares the effects of changing each variable to directly changing the dependent variable. The chart shows that, for instance, changing “gives me a competitive advantage” has about 45 percent of the effect of directly changing the dependent.

Beyond this, we have actual sensitivity of the dependent variable to changes in the independents. Following (Figure 5), we can see the range of expected effects associated with these importance scores. Here again it is really important to restate that this model does not show causation. So we cannot say, for instance, that changing the score on



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Figure 4

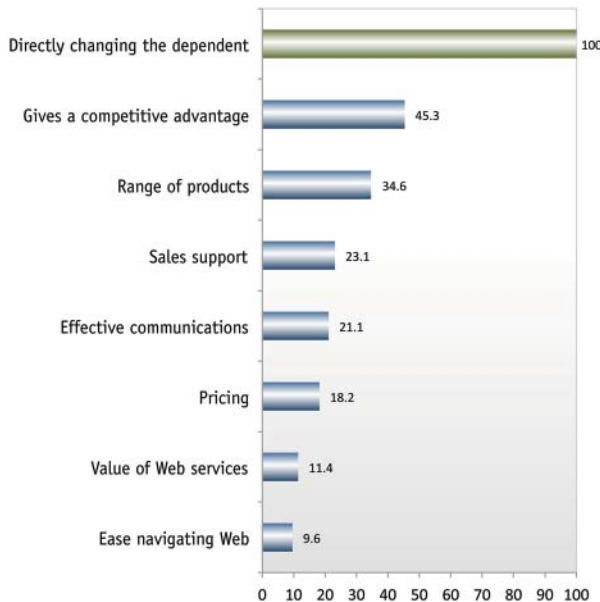
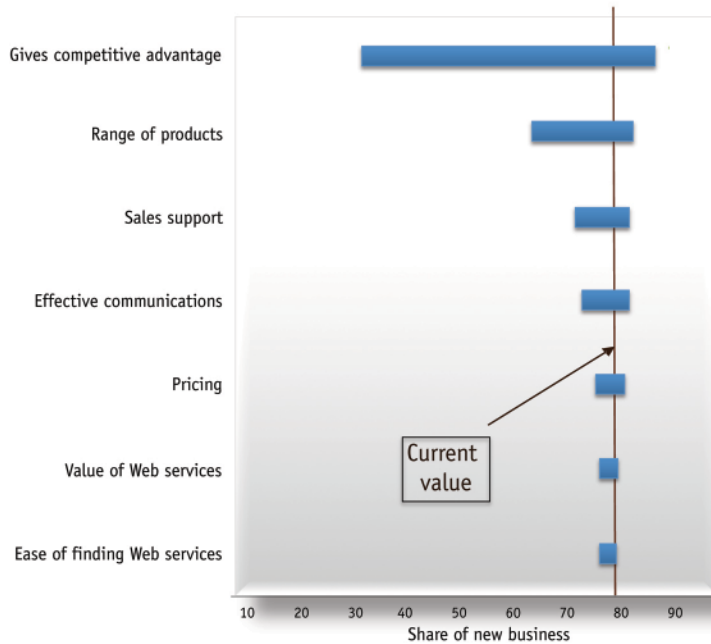


Figure 5

How Share Changes Over the Range of Each Variable



“gives a competitive advantage” to 10 will increase signing up again by 12 percent (going from 76 percent to 88 percent).

We can say that if signing up ever reached 88 percent, then we would expect an average of 10 out of 10 points on this measure. Neither event seems that likely!

We also can see that there is considerable downside risk to letting these scores slip. That is, very low scores on

this measure are consistent with a very low rate of signing up again.

Most areas have considerable downside risk. This would be expected where baseline scores in each area are high and so could fall very sharply. We do notice that “gives a competitive advantage” and “effective communications” are the only areas that have much of an upside – that is, where gains would be associated with

considerably higher shares. All the other areas are close to saturation – the point at which higher scores give minuscule incremental benefit – or actually may have reached it, as in the Web-related scores at the bottom.

Reaching back to concepts discussed in the first installment, what makes these estimates so powerful is that all parts of the network are linked and so effects in changing one variable take into account all the other variables in the network. We do not need to assume, as we do with regression-based models, that when we change one variable all other variables remain constant. That kind of assumption is very workable when we have a controlled experiment, as we do with conjoint analysis or discrete-choice modeling, but it is not realistic when we are dealing with data gathered by questions and observations, as in a questionnaire.

That is, Bayes nets move beyond a salient limitation in analytical approaches to date when finding the effects of variables. Assuming we reach a network configuration that makes sense, we see the most realistic estimates of how variables influence each other.

What we cannot see here, unfortunately, is that the network diagram itself reflects how all variables change when we change any one of them. When we manipulate any variable, the target variable and all other variables in the network change. The network diagram shows this in real time.

Confusing world of choices

Software can pose problems. Programs present a confusing world of choices. Applications range from free to incredibly expensive and from remarkably capable to nearly useless. Not all the free programs are of the “nearly useless” type and your author is not yet sure that all the really expensive ones are “remarkably capable,” although we would believe so, since several have been selling at very lofty prices for years. (Not all programs offer even limited trial versions but many do, so you can try before you buy.)

Most programs can solve logic problems. That is, you can build networks

in them by hand, as we did earlier, and use those networks to answer specific questions. However, there are many programs with salient limitations. For instance: only some allow editing of networks made elsewhere; only some can find structures in data; only some allow for multiple methods of searching for structure; and only some give strengths of relationships.

Some do not even accept data files. They are just for solving logic problems.

There are lists of Bayes net programs you can refer to and explore. KDnuggets has one such list (www.kdnuggets.com/software/bayesian.html) and it seems to have a good number of programs. Kevin Murphy at University of British Columbia also has a list: <http://tinyurl.com/7nn5mo>.

From your author's perspective, to make full use of Bayes nets, you need a program that allows you to do the following: screen variables; find structures in data; see the network diagram and edit it as needed; incorporate expert judgment with results from data; do what-if analyses; and summarize the effects of variables on a target or dependent variable.

Some packages will do even more, such as:


- deal with "censored" data (data that is deliberately omitted, as in questions that are skipped in questionnaires);
- cluster variables based on similarities;
- create latent variables from clusters;
- cluster respondents based on clustered variables;
- find optimal policy;
- evaluate alternatives in terms of costs;
- include constraints on variables;
- include temporal (time sequence) relationships; and
- include nodes representing equations and many other non-data-driven factors.

Admittedly, doing everything listed with one package will land you squarely at the more expensive end of the price continuum. And so far, no program has approached the "ideal" spot where costs are low and capabilities manifold and robust. Again, a number of programs offer trial versions that at least give

some sense of what they can do. If cost is an issue, with careful searching, you should be able to combine two or more lower-priced options to meet your needs.

Manifestly worth it

Overall, even if there is some need for exploration, the results are manifestly worth it. These are incredibly powerful methods and their capabilities are being

expanded constantly. It may take a little time to master them but Bayes nets look very much like the next wave in data analysis, truly the "best newest thing." They are eminently well worth getting to know and putting to use. 

Steven Struhl is principal at SMS Research Analysis, Philadelphia. He can be reached at smstruhl@gmail.com.



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●●● research communities

The mother of invention

How a lack of money turned me into an innovative researcher

| By Clint Jenkin

snapshot

Ethnography, a DIY community and turning a survey into a virtual press conference were just some of ways one in-house research team overcame budget limitations to generate valuable insights.

In the movie *Apollo 13*, astronaut Jim Lovell – played by Tom Hanks, who won an Oscar for the role – recounts a story of a nighttime aircraft carrier landing as a Navy pilot. He can't find the aircraft carrier and he's running out of fuel. Just when he is about to ditch in the ocean his cockpit lights short out. It seems that nothing else can go wrong but then the darkness in his plane allows him to see a faint phosphorescent glow in the water from algae churned up by the giant boat. This glow guides him back to his ship. (The fact that he could then successfully land on a boat at night with no instruments is your first clue that this guy is one heck of a pilot.)

Market research may not be quite as exciting as night carrier landings or surviving a massive system failure in outer space, but still, sometimes what we think is just another problem can actually force us into creative, innovative solutions.

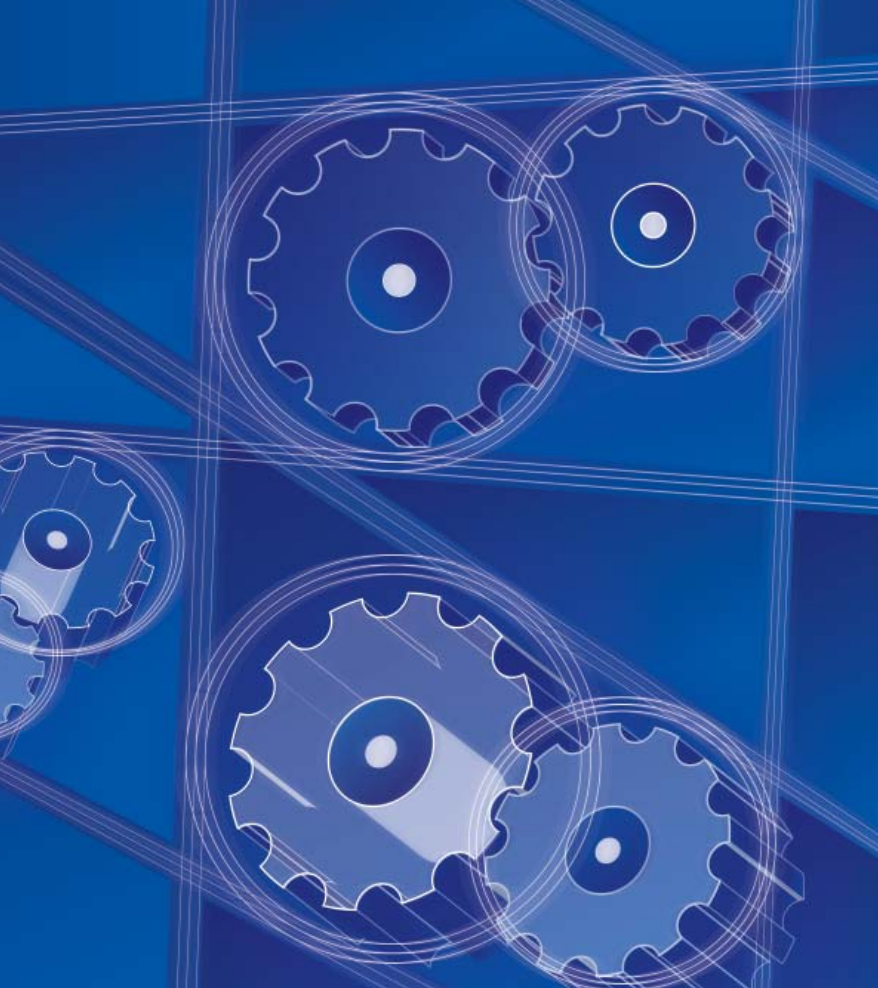
I spent the last six years as the research director for a large faith-based non-profit organization. I had two full-time analysts and nearly free reign to do pretty much any research I wanted. It was a great gig but there was a catch: We had almost no money to spend on our research.

I used to think that despite this lack of project budget we'd been able to cobble together an innovative line of research for my organization. However, toward the end of my tenure I realized that it was precisely because I had such a meager budget that my research team had been forced to explore new and innovative approaches to gathering the information our internal clients needed.

Our organization was not immune to the economic downturn of 2008 that hit non-profits hard; our research team went from 12 to three in a matter of months. At the same time, a restructuring landed us in one of the least-relevant parts of the organization – a division that was mainly focused on keeping costs down and heads above



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The result was a gold mine of insight for our department heads. Because we had such broad observations of each household, we could step into their point of view and represent them well in meetings and strategy sessions. That project was successful because it was a convergence of our resources (lots of time and researchers with advanced degrees in psychology) and the needs of our organization; together these factors pushed us down a very bold, innovative research path for such a traditionalist organization.

Execute mode

Fast-forward a couple of years. Our various departments have established their new strategies and are now in execute mode. Our research budget has grown a little but not much – and most departments don't have anything to kick in if they need a custom project. We needed a cost-effective way to talk to our audience about new ideas and new projects, without having to spend the time and money to recruit participants every time we have a question. In other words, we needed a research community.

And the cheapest way to do a community is to do it yourself. I had had some turnover among my analysts but I had hired a former schoolteacher – just the person to manage a bunch of discussions and activities. So we bought an online platform and started reading all the whitepapers on how to engage consumers online. We recruited from our own database of over two million constituents; most of our research questions could be adequately answered with current consumers, so this was a real cost-saver. We also set up social incentives so that we didn't need to pay them outright for their participation.

The Insight Lab, as we branded it internally, was a runaway success. Suddenly all those one-off questions that never were important enough to spend money on could be answered within a few days. We actually had to convince our internal clients to use it for run-of-the-mill questions, because they had been conditioned for years that only the “big questions” were worthy of research. Now we could give them an answer to almost any R&D-type question within two or three days.

Once again, our inability to commit financial resources to a lot of custom projects pushed us toward a creative solution that turned out to be much more effective and efficient than hiring out a bunch of individ-

water. But the restructuring also provided an opportunity: Many department heads were in the process of redefining their strategies. This environment is a corporate researcher's dream – internal clients who openly admit that they need more information to guide their strategic decisions. The catch was that they didn't have any money to spend and about 90 percent of my budget was consumed by the mundane task of keeping me and my analysts employed. Instead of relying on money to spend, I had to design research that took advantage of my other resources: my analysts' time and experience.

Insight for not a lot of budget

So I needed a project that would have broad application to various departments around the organization and would also provide a great deal of insight for not a lot of budget. It was time for ethnography. I have a doctorate in social psychology and one of my analysts had just finished a master's in counseling, so we were well-equipped for observational research. Over the next few months we kept our smaller projects afloat while focusing the last of our remaining budget and almost all of our time on rediscovering our target audience.

We contracted with a third party (shout-out to Sharon at Dynamic Research in Atlanta) to recruit 12 households around the country and to handle some of the participant management duties but everything else we did in-house. We had our participants complete a 30-day journal and shoot some home videos (on cameras we supplied). After we received those materials, we called each household for an in-depth interview with the adults and then we selected two households for a seven-day home visit. I flew across the country to spend seven days with a family in Georgia – showing up each morning, staying until they all went to bed. My female analyst, the one with a master's in counseling, spent a week with a single mom in our study.

ual surveys or discussion sessions. It was successful because we had the analyst skills to do it in-house, we had a database to recruit from at no cost and because it filled a specific need for decision-makers within our organization.

Hard to measure

Corporate researchers get to watch the informational needs of their organizations evolve. Ours had gone from questions about strategy to questions about execution and now we had questions about results. Like many non-profits, we had a very socially-oriented mission that is hard to measure but we also had a mandate from our executive leadership to find a way to measure the impact of our programs and content.

After a lot of painstaking input from the department heads, we managed to craft a survey that we could send to those in our active database (over two million records) to understand how we may or may not have impacted their lives in the last 12 months. There was just one problem: This survey was long. It was ugly. I was embarrassed to have written it. We couldn't break it into multiple parts because our statistical framework required everyone to answer each question. And we couldn't incentivize it because – you guessed it – we had no money to spend on it and we needed about 4,000 responses per year.

Fortunately the Quirk's e-newsletter came to the rescue in a very informative two-part article by Jon Puleston¹ on survey gamification. We didn't have the resources to build out a full interactive game but we could at least develop a narrative to draw the respondents in and (hopefully) keep them interested. Most of our questions dealt with recent personal experiences so we decided to convert our extremely mundane survey into a virtual press conference. Now instead of page after page of "check all that apply," our respondents would be greeted by Erin, their host, who would welcome them to the green room and ask a few personal questions before

taking them to meet the reporters. Each persona in the survey was represented by a photograph of an attractive man or woman with a big smile, who introduced himself or herself by first name (and even gave a fictional paper that he or she worked for, like *The Herald* or *The Standard*) and started asking questions. Erin would pop back in from time to time to say press conference-y things like, "Next question ... how about over there on the left?" It wasn't fancy but it kept our dropout rate in the single digits. The whole thing was done on our in-house survey platform.

Only trust more traditional methods


The main idea here isn't that certain kinds of research are cheaper. Ethnographies and online communities would have been prohibitively expensive if we didn't already have most of the in-house resources to execute them. But many corporate research departments (and marketing departments) underestimate the quality of research they could do internally, either because they don't take full stock of what they have available in terms of staff skills or access to potential research participants or because they only trust more traditional methods of research. But oftentimes there are great, innovative research opportunities that align with the resources available at the moment. In our case, the soft skills of our analysts, our ability to spend a lot of time on qualitative analysis and our large database of potential participants became more important than our lack of project dollars.

There is room for the research vendor in this process, too. As budgets for traditional market research projects shrink, full-service firms can and should help organizations identify the research assets they have available to acquire and analyze the information they need and then assist them in designing research projects that capitalize on these resources. Of course, from a vendor's perspective there is a great deal of incentive to downplay

or ignore the resources a client might have available. There is a definite risk to receiving an RFP and responding, "Well, I think you can do most of this yourself and save the money." But research firms can't be true thought-partners unless they are also willing to help their clients save money through innovative solutions that capitalize on in-house resources.

Resistant to innovative approaches

Last spring, when I was still working for the non-profit, I attended a conference with research executives from Fortune 500 companies – pharmaceutical companies, CPG manufacturers and retailers, all the big players. Many of these researchers lamented that their companies were resistant to new and innovative approaches to market research; their internal clients just didn't trust them. Some of these research directors would conduct redundant projects – one traditional project and one innovative project – so that their organizations would start to trust new techniques. But even if the money is available, there usually isn't time to commission redundant projects. It was precisely their large budgets and ability to hire out whatever research they needed that constrained those organizations and their research teams.

My small research team never even had the option of using traditional techniques for many of our projects. Sitting in our metaphorical cockpit, watching our fuel gauge tip toward empty and our lights flicker out, we had to stare out the window and figure out how to find those all-important insights in an ocean of uncertainty. 

Based in Colorado Springs, Colo., Clint Jenkin is vice president of research for Barna Group, a Ventura, Calif., research firm. He can be reached at cjenkin@barna.org.

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¹ Puleston, Jon. "Gamification 101 – from theory to practice – part I." Quirk's e-newsletter, January 23, 2012. "Gamification 101 – from theory to practice – part II." Quirk's e-newsletter, February 13, 2012.

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●●● research communities

Three steps closer

What happens when community participants start acting like researchers?

| By Anouk Willems, Tom De Ruyck and Niels Schillewaert

snapshot

Drawing from case study examples, the authors explore their experiences with using co-moderation, co-analysis and co-reporting to give participants more active roles in research communities.

There will always be a gap between what a consumer is sharing and how a researcher understands it. This disparity is created by a gap in culture, generation or objective knowledge. These different gaps make it difficult for a researcher to put things in the right perspective. But consumers can help us out. By becoming our co-researchers, they complement the researcher's tasks and help to find more and new insights that would otherwise not have been captured. Customers feel empowered and honored when they are asked to become co-researchers. There are many ways to collaborate with co-researchers throughout the research process, from moderation until reporting. In this article, our experience with co-researchers is illustrated in three case studies from Campbell's, Air France and KLM, and Philips.

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	Co-moderation		Co-analyses	Co-reporting	
Types	Co-moderator by mission	Co-moderator by role	Crowd-interpretation	Co-reporting in fine-tuning conclusions	Co-reporting in fine-tuning global and local insights
Description	The co-moderator has a mission on topic-level; he/she is to join an already existing discussion and stimulate the conversation to keep the topic active.	The co-moderator is the copilot of the moderator. He/she is encouraged to start discussions, moderate, summarize and report back to the moderator.	The co-researcher helps in the analysis phase by interpreting the contributions made by their peers.	The co-researcher shapes the researcher's conclusion by accepting or rejecting the hypotheses and help explaining by sharing personal examples.	The co-researcher shapes the researcher's conclusion by helping identify to what extent an insight is relevant on a global or local level.
Tasks	Moderate a specific topic	Moderate a specific room	Observe and interpret selected data	Give feedback on researcher's conclusions	Assess relevancy of global insights on a local level
Results	When moderator and co-moderator stimulate discussions together, it leads to up to 25% new arguments.	2x more interaction in co-moderator discussions compared to regular member discussions.	When co-researchers interpret the data, it leads to 20-40% new insights.	When co-researchers challenge researchers' conclusions, it leads to 14% new insights.	When co-researchers challenge global conclusions, two out of five need local adaptations.

in market research online communities (MROCs) or consumer consulting boards. For collaborations to be really successful, it is key that there is an equal relationship between all parties and that they consider each other as true partners. In MROCs, we consider the participants as equal partners more than other methods. We empower them to start their own discussions and enable them to share (un)solicited feedback. However, the roles are still separate: We are the researchers, they are the participants. For successful collaboration, we need to challenge these traditional, distinct roles and examine the convergence of the roles of a researcher and participant.

What would happen if we were to bring down these walls and turn participants into researchers? Our recent case studies demonstrate that community participants are not only perfectly capable of taking on the role as co-researchers, it's also a way to close cultural, generational and knowledge gaps. By placing participants in the role of co-researcher, we can analyze a research question from multiple perspectives to establish validity in qualitative research. This links back to the concept known as triangulation. The way we use triangulation is similar to investigator triangulation, which involves several different investigators during the research process (Guion et al, 2002). So far, triangulation hasn't been applied to participants as co-researchers. In this article, we illustrate three ways how community members become co-researchers: by moderating, analyzing and fine-tuning conclusions (see Table 1).

Start behaving as moderators

MROCs allow us to build an ongoing connection with our participants. After an introductory period, we have gained their trust and participants know their way around the community. Even members who were not familiar with communities before learn quickly how they work, what the role of the community manager is and what is expected of them. Without introducing the official role of a "co-moderator" we already see some members start behaving as moderators by asking questions or raising general issues. Of the 15 most recent communities we have set up, this moderator behavior is visible in the "off-topic rooms" of 12 of them. (Off-topic rooms are areas on the community where members can start their own discussions and talk about anything they want.) This moderator behavior is observed when members start new topics with question(s) about the brand/topic of the research, to trigger a new discussion and ultimately to contribute to the end goal of the research community. These are questions that are new to the research and that clients and researchers have not asked. For example, in a recent community about coffee, one member started a discussion on reasons why we drink coffee:

We have been talking about drinking coffee for a few weeks now and I think it's not only just because it's tasty, comforting, energizing etc. For me, I think it's a peace of mind. I used to work on a farm. Around 10 am, everyone came to the kitchen for a break and we drank coffee together. There was then some talking and when the coffee was finished everyone went back to work. Sitting down and having a break was only done if there

was coffee! So, coffee is about having a break and relaxing. Do you agree? What are your reasons for drinking coffee?

This natural moderator behavior already shows there's potential for empowering participants to be part of the research team and become actual co-moderators. There are various ways to introduce co-moderators into the community. We have identified two types of co-moderator: by role and by mission.

Role

The co-moderator task "by role" is endorsed as another moderator in the MROC of a specific room (i.e., the social corner). The co-moderator is encouraged to start discussions by themselves, moderate, summarize and report back to the moderator. In the community "Come Dine With Me" that we ran for Campbell's, 23 percent of the participants indicated upfront they were interested in being a co-moderator. Ultimately, the selected co-moderator took his role very seriously and started completely new topics in a dedicated room. By qualitative coding of the discussions, we concluded that the efforts of the co-moderator-by-role resulted in two times more interaction in the discussion compared to threads started by a regular (non-co-moderator) member. Furthermore, based on a qualitative interview with a co-moderator in the Come Dine With Me community, we learned that the role of a co-moderator is very rewarding:

I really enjoyed being a co-moderator, it really felt like I was playing an important role and that I was being heard. Thank you for asking me to do that, I would love to do it again.



Figure 1: Co-moderator of the lounge of the Come Dine With Me community.

role, the qualitative interviews with the co-moderators showed us they were positively surprised. As one commented: *I accept the challenge and look forward to reporting back to you with my findings. Should be fun!*

In a new study with Campbell's, we observed from the qualitative interviews that working with co-moderators increases the general engagement of all the members. The conversation can be even more open as it is peer-to-peer, with everyone speaking the same language. Also the findings are summarized from a consumer point of view, not that of a researcher, thus bringing another mind and a different perspective to the analysis process. Using co-moderators also reaffirms to all participants that the MROC is about listening, sharing and collaborating (Luke et al., 2012).

Working with a co-moderator-by-mission helps to keep the discussion relevant and dynamic. Plus, the questions are posed from a peer's point of view, which helps to close the participant-researcher gap. The difference between both types is that co-moderators-by-mission stimulate discussions on the topic level while

continued on p. 54

Mission

The co-moderator "by mission" tries to complete a secret assignment. Instead of being "responsible" for one room, the mission for this co-moderator is to join an existing discussion and stimulate the conversation to keep the topic active. After, as in the case of the co-moderator-by-role, they summarize the discussion and report back to the moderator. In

the Campbell's community, we did an experiment where we asked participants to join a discussion on the topic of "your ideal restaurant experience." By qualitative coding of the discussions and comparing the arguments of the co-moderator thread with a control group, we found that 25 percent more arguments were triggered by a co-moderator-by-mission. Also for this

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James McQuivey, Ph.D.
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Digital tools and platforms have accelerated consumers, raising their expectations and changing their behaviors so that they are now moving into a permanently disrupted state. How can market researchers keep up with this changing consumer? McQuivey will explain what digital disruption is, what it does to consumers, and how people in any role in any company have to disrupt themselves to keep up. McQuivey's new book *Digital Disruption: Unleashing the Next Wave of Innovation* is available at Amazon.com.



Best. Live. Forum. Ever. *Merrill Dubrow, President & CEO of M/A/R/C Research*

Moderated by industry maverick Merrill Dubrow, President & CEO of M/A/R/C Research, six of the MR profession's best and brightest will share their cutting-edge insights and strategies in the ISC's closing keynote session. This fast-paced "research live in the round" experience will introduce you to several of the profession's superstars – people who go against the grain and who are incredibly successful.



Speed Learning

This format of "learning" has been spreading across the country. Attendees enjoy a lively and upbeat learning session on a wildly diverse number of topics related to mobile market research. Presenters share their incredible knowledge using 20 slides that auto-advance every 15 seconds. Attend this session for a quick (very quick!) overview of the latest developments.



DRIVING THE MARKET RESEARCH PROCESS

New Chemistry: Demystifying Social Media Insights

Jessica Hogan, Director of Social Strategy, Egg Strategy

All too often social media research is treated as a one-off exploit, as analysis completely separate from other methods or as a tactical tool for online CRM only. Dive into case studies from retail, beverage and CPG that will illustrate why social intelligence has a place in nearly every research plan. Learn how/why/when social integrates with focus groups, digital ethnography, segmentation studies, MROC's and more.



Storytelling Through Digital Analytics

Scott Vanderbilt, Digital Research Manager and Sarah Withrow, Senior Research Analyst, NPR

Learn how NPR uses metrics to inform some of its largest broadcast challenges and how the research team is pairing metrics with qualitative research to increase engagement. Understand the metrics used, focus group findings, and the insights found from pairing both methodologies. Leave the session knowing how market research can tell a full story through digital analytics and the strategic impact that can be made on nontraditional products.



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Millennials #unfiltered

Anne Stava, Consumer Research Manager, AOL and Janel Faucher, Consumer Research Analyst, AOL

How can we better understand the Millennial generation? How can we delve deeper into what makes them tick? What's the best way to research a group that communicates differently depending on what platform they're using? How can we take advantage of new technologies they're using? These are the questions AOL asked when they kicked off their new Millennials #unfiltered initiative. Discover how to use their new research techniques created for this audience: from Pinterest-ing to Insta(in)sight to YouTube DJ, they'll share how to expand your conversation with this highly desired target audience.



Do You CRQ?

Stephen Heffernan, Founder, CRQ Research

The Central Research Question method solves for challenges that arise in study execution such as scope creep, difficulty staying on budget, and most significantly, lack of clarity regarding study implications or reluctance to act on the facts. Learn about the CRQ method step by step, and hear examples where the CRQ process made tangible improvements in study outcomes.



After the Honeymoon – Taking Behavioral Economics from Theory to Practice

Julie Knox, CEO, Jigsaw USA and Alex Johnston, Research Director, Jigsaw UK

There has been a lot of talk about Behavioral Economics, but little evidence of real application in mainstream market research. This presentation will look at what gets in the way of companies adopting Behavioral Economics, drawing on three different sources: case studies of recent projects, interviews with clients, and knowledge review of existing academic literature. Based on these insights, you will gain a "how-to" guide for designing research with Behavioral Economics in mind, and recommendations on realistic strategies.



Reinventing Retail:

A Research Journey

Olga Malin, Market Insights Analyst, Saatchi & Saatchi LA

The challenge: take automotive retail advertising and "reinvent" it. Define messages that people care about, create a platform that begets creative consistency and media efficiency, and launch a campaign that thrusts clients ahead of the competition. Using six concurrent streams of research, and employing traditional and not-so-traditional methodologies, learn how data from often competing sources can be synthesized and interpreted to tell a compelling story.



Researching in Latin America: The Joy and The Pain

Denise Offutt, Manager, Market Research, Epson America, Inc.

Latin American countries differ in their cultures, languages, time zones, religious and cultural holidays. You need to adequately prepare, hire well-qualified vendors and work closely with in-country suppliers to better understand local customs. Gain a first-hand perspective from a researcher who has actually traveled throughout Latin America to conduct studies of the culture, suppliers and respondents.



How to Actually Tell an Insights Story to Far Reaching Clients

Ted Frank, President & Chief Storyteller, Backstories Studio

Learn what clients and stakeholders are looking for in storytelling, techniques for mapping out an insights story, how to showcase consumer insights by applying some of the same techniques used in movies, and much more. Walk away with the advanced storytelling techniques that deliver not just consumer understanding, but also reach clients on the emotional level that will make them care enough to act.



Integrating Survey Research Ethical Practice with Innovation

LaToya Rembert-Lang, J.D., LL.M, General Counsel, Marketing Research Association

Challenge the notions that are counter to the practicums of survey research such as issues with transparency over data practices; finding and engaging consumers in a more mobile platform; understanding how social digital culture is expanding the public policy and regulatory discussion on protecting consumers' data; compliance, audit assessment and tools for confronting innovation and data access by third parties; and integrating company policies on joint projects regarding data.



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MARKET RESEARCH LEADERSHIP

Using Tecnologia to Engage Latinos and Conduct Research

Jackie Fernandez, President and Carlos Ribero, Principal, Inteligencia Research

The digital divide is narrowing and Latino consumers are now leading the way in the ownership of digital devices and use thereof. Conducting research in the cyber world is now not only extremely viable, but the use of digital communication has become an integral part of the researcher's toolbox when undertaking a project that includes Latinos. However, challenges remain when conducting research among Latinos in the digital world. Gain a head start on using technology to get the most out of your Latino research.



Ethnographies Can Serve Many Masters

Paul Hockenbury, Executive Director of Research and Analysis, Comcast and Adriana Waterston, VP of Marketing and Business Development, Horowitz Associates

Multiple departments at Comcast wanted to get an up-to-date detailed understanding of the consumer base. The questions were all over the map including how they use, talk about, live life around Comcast's products, how Comcast could improve satisfaction with their products, and what new products Comcast needed to serve the customers better in the next year or two. Almost all of Comcast's research is based on an individual's needs, attitudes and perspectives, but their products serve and are used by the entire household 14 hours per day. In order to understand the household and not the individual needs, Comcast needed to get into the households. With the help of some great vendors including Horowitz Associates, Comcast did ethnographic work and built a research follow-up framework. This allowed Comcast to drive benefits from this research across multiple internal functions and provide the ability to look at key target segments. Attend this session for key research processes and learnings from this project.



Learn How to Think, Not What to Think: Becoming a Better Marketing Researcher

Terry Grapentine, President, Grapentine Company LLC

A major responsibility of market researchers is to make credible claims about markets or formulate persuasive recommendations about organizational strategy. Learn how to make your marketing claims and recommendations more persuasive to your audience using principles from the field of logic. Explore real world examples demonstrating how to apply the concepts in this presentation to your role as a market researcher and internal consultant to management.



Realizing Accelerated Growth Through Brand Consonance

Chris Marketo, VP, Consumer Insights & Behavior, mmr Research Worldwide

If you are in a highly competitive category, it is very likely that you will be at parity on many key traditional market research measures (e.g. liking, purchase interest, fit to brand, etc.). Are there more sophisticated metrics that go beyond liking and beyond parity? Brandphonics is the study of the communication of brands, packs and products. It measures what these elements mean to consumers both emotionally and functionally. To illustrate a way of going beyond liking, a variety of case studies will be presented.



The Journey to a Culture of Customer Service Excellence

Terry Cain, VP, Global Customer Engagement and Steve Church, SVP, Corporate Business Development & Planning, Avnet, Inc.

Learn about Avnet's journey to a culture of company-wide customer service excellence where all employees understand their role in delivering a consistently great customer experience. Hear about several aspects of the journey, including: the role of customer insight in defining and managing the customer experience; the change management processes used to transform employee attitudes and behaviors; and the challenges faced on the road to customer-centricity.



When Imagination Trumps Information

Lindsay Zaltman, Managing Director, Olson Zaltman Associates

Get inspired to take more calculated risks and to think of research insights as a way of being consumer informed, not consumer led. Understand reasons why managers are risk averse, and explore solutions for change. Hear about several barriers, through success stories and failures, that get in the way of making managerial decisions.



Customer Loyalty Isn't Enough. Grow Your Share of Wallet!

Tim Keiningham, Global Chief Strategy Officer and EVP, Ipsos Loyalty

Traditional gauges of loyalty correlate poorly with what matters most: share of wallet – the percentage of a customer's spending within a category that's captured by a given brand, store or firm. To understand what drives changes in share of wallet, managers need to shift their focus from drivers of satisfaction to drivers of rank. Learn about the latest applications and benefits of using the award winning and Harvard Business Review published Wallet Allocation thinking.



MUST-KNOW MR INTELLIGENCE

Taking Social Media Listening Data to the Next Level

Annie Pettit, VP, Research Standards, Research Now & CEO, Conversion Strategies

Take a deep dive into two case studies that demonstrate how social media listening data can be used effectively for more than just univariate analyses, which will include: a quick demonstration of bivariate analyses, including correlational analysis; how social media data can illustrate which products or features correlate with each other in social media conversations; demonstrating the use of social media data for multivariate analyses; regression analyses and how the data can be used to explain product purchase; and a factor analysis to identify consumer segments and their preferences, including a focus on demographic differences such as gender-specific product feature preferences.



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Leveraging Social Listening for Insights that Drive Action – Trendy Moms & Urban Hipsters

Karlene Holst, Consumer and Market Knowledge Manager, Procter & Gamble and Brad Weiss, Research Director, MarketVision Research

This session will showcase the value of leveraging social listening to further understand two consumer groups – Trendy Moms and Urban Hipsters. Insights from the analysis, the initiative team ideation that took place around the insights, and the action the team took from leveraging the capability will be shared.



Determining Traveler Preference for Hotel Payment Options

Walter Blotkamp, VP, MMR Research and Stacey Symonds, Director, Consumer Insights, Orbitz Worldwide

While many travelers make hotel reservations guaranteed with a credit card and pay at the time of the stay, online travel agency websites have historically offered hotels with 100% advance pre-payment in exchange for cost savings. To understand consumer preference for current and emerging payment methods and the trade-offs consumers are willing to make, a choice study was conducted. Explore the requirements for the alternative specific choice design and how simulations were built to help Orbitz decide how to offer various pricing options for hotel stays.



Optimization – the Golden Application Layer of MR Analytics

Chris Diener, SVP, Analytics, AbsolutData

Optimization is a machine learning approach to search and recommendation. It can be structured to allow your data to address very specific questions and used to combine different data sources. Understand optimization and constrained optimization and how it can be applied effectively across a number of common and emerging MR technologies. See a demonstration of the use of optimization with perceptual measures, driver models, TURF, MaxDiff, choice-based conjoint, and segmentation to transform typical output into outstanding intelligence.



Researching Race Fans

Bob Graff, Director, Consumer Research, NASCAR

Learn about the variety of ways NASCAR monitors and engages with the fan base to maintain effective understanding of what drives their passion for the sport. From managing an online community fan council with some of NASCAR's most avid fans, to conducting large-scale segmentation and fan engagement research. Hear about the many interests that exist in and across NASCAR, from tracks and teams, to sponsors, drivers, car manufacturers, and the evolving fan base, and the role research plays in the process. Hear examples of specific NASCAR initiatives in which research is playing an important part, and see how NASCAR continues to keep the fan at the center of everything.



The Truth About Social Media Research...Peeking Behind the Curtain

Ben Smithee, CEO and Katy Mallios, Research Consultant, Spsych Market Analytics

What are social media best practices? How can both client side and supplier side researchers use social media listening to their advantage? Are social listening stations the wave of the future? How do researchers add value and make sure that companies are choosing us to run social media listening projects? And, does it financially make sense for us to be in this space? Gain answers to these questions and discuss case studies of successful social media listening projects and the value of the insights gained, how it helped the client company and what was done to achieve success.



From Complexity to Clarity: The Future of Insight Curation

*Greg Heist, VP, Research Innovation,
Gongos Research*

In an era of content abundance, researchers are clamoring to find meaning in it. But meaning doesn't come from merely aggregating and filtering data, it emerges from meta-analysis aimed at delivering context, clarity and a strategic point of view. Become inspired to move from delivering findings to provoking lasting conversations; clinging to point-in-time thinking to building an insight-based ecosystem; and providing results to building organizational wisdom.



24 Hours to Insight

*Jonathan Sadow, Business Development, Google Inc.,
Matt Warta, Co-Founder and CEO, GutCheck and Frank Kelly, SVP Global Director, Lightspeed Research*

Marketing research tools exist today that can allow in-depth insights in 24 hours. Learn how innovative research like Google Consumer Surveys & GutCheck can be leveraged to address actual client business situations in real time. Explore the research techniques for collecting client data in a 24 hour period via a combination of real-time, scalable quantitative data and a series of qualitative interviews gathering in-depth insights among product category users; and walk through the process from conception to execution.



THE MR SITUATION ROOM

How Mobile Stacks Up to Traditional Online: A Comparison of Studies

*Pala Kuppusamy, CEO, Research
Now Mobile*

Through recent and insightful case studies, Research Now Mobile will illustrate how mobile surveys stack up to traditional online; and further, how results from studies conducted with panel, river sample, social media and mobile data collection compare and contrast. Learn the do's and don'ts of fielding valid and reliable mobile surveys through review of a collection of case studies fielded to thousands of consumers.



The New Era of Engaging Qual in the Mobile-Social Era

*Steve August, Founder &
CEO, Revelation*

The rapid pace of mobile smart phone adoption has surged, tripling since 2009, and tremendously impacting the way people interact with software. With a smart phone in nearly every pocket, the potential to capture in-the-moment consumer experiences is unprecedented. The technology is here, but how do you best make it work for you? What activities should you give to participants? Which work best and how should you present them? Learn best practices in designing and executing mobile + Web qual studies and communities.



Making Jazz – A Strategy for Growth by Creating Great Brands

*Chuck Thomas, President
and Managing Partner,
The Valcort Group*

In a world with plenty of noise, where distractions abound, and where people are skeptical and trust is broken, making a personal and powerful connection with your audience is not just important, it's essential. Explore how brands, like music, can use a common language to create a powerful connection with your audience. Learn seven disciplines for the most efficient path to growth and enduring, sustainable customer-advocate relationships.



Businesses Are (A Different Breed Of) People, Too

*Christy Hutchinson, Director of
Strategy and Planning and Gail
Straus, Director of Research,
Magnani Continuum Marketing*

B2B marketing professionals face different challenges than do their B2C counterparts yet have similar need for insights to inform strategies and communications. Explore intelligence generating strategies in the B2B space, and share experiences working in the financial, industrial, healthcare and hospitality industries. Learn about the range of marketing research methodologies available today and consider their viability in B2B contexts.



GENIUS ("PRODUCT") LABS

Google Consumer Surveys & GutCheck

In this Genius Lab, Google Consumer Surveys & GutCheck will discuss how their innovative methodologies are enabling researchers and marketers to execute both qualitative and quantitative research more quickly and effectively. Learn how businesses are using both platforms to unlock immediate access to insights and address key changes in their markets and strategies. The Genius Lab will be highlighted by a deep dive into the unique capabilities Google Consumer Surveys & GutCheck present for iterative research, with a walkthrough of the real-time data collection process that will be detailed in the "24 Hours to Insight" presentation



Quester®

A recurring conversation among researchers attending MRA conferences is the topic of online panelists for increasing their level of engagement. Join us for a case study where Quester® interviews hundreds of online panelists to see what they think about the surveys they take. We will:

- Conduct a live demonstration of our proprietary software-based moderator.
- Share the findings obtained through the use of our BigQual text analytics engine and analysis that includes quantification of qualitative data.

Find out how conducting qualitative interviews with hundreds to thousands of respondents for a single study is possible, how much it costs, how long it takes, and what the use case is.



WINNING WITH DATA



Amelia Showalter
Director of Digital Analytics 2012
Obama Campaign



Digital Analytics Inside the 2012 Obama Campaign

Data skills, creative thinking and a culture of rigorous testing helped the 2012 Obama campaign win the election – and raise over half a billion dollars online. The campaign's Director of Digital Analytics, Amelia Showalter, will take you inside campaign headquarters with a discussion of the methods, experiments and surprising discoveries of young innovators finding better ways to connect with supporters on a human level.

ISC Keynote Presentation

ISC NETWORKING

ISC Colleague Connections

The Colleague Connections program is designed for first time Conference attendees. As part of the Connections program, you will be paired up with a veteran member and industry leader who will help you make new business acquaintances and get the most out of your Conference experience.

MRA Membership Meeting & Awards

Monday, June 10; 12:30 – 1 pm

Plan to attend this informative and rewarding meeting. Learn about new developments at MRA and join colleagues in celebrating industry leaders who have made an outstanding impact on the profession and the Association.

ISC Expo Reception

Monday, June 10; 5:30 – 6:30 pm

This is the perfect opportunity to explore the Expo and connect with colleagues. Enjoy a cocktail and light-bite while getting the lay of the land. Chat with exhibitors and learn about cutting-edge product, service and technology solutions in a relaxed atmosphere.

MRA Chairman's Dinner Party

Monday, June 10; 6:30 – 8:30 pm

Get ready to party down during this attendee favorite. Live music, cocktails and dinner buffet will be served in a fun and festive atmosphere. The MRA Chairman's Dinner Party provides the perfect venue to reconnect with old colleagues and make new professional contacts.



Connect with Your Peers at ISC



Merrill Dubrow
President & CEO of M/A/R/C Research

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"There's no time to relax in this economy. You can do all the right things, have all the right strategies, have all your goals for individuals aligned with corporate goals. But the strategies take longer than you expect them to....and there are no excuses at all."

So what does the future hold?

How can you gain an advantage in 2013?

Moderated by industry maverick Merrill Dubrow, President & CEO of M/A/R/C Research, six of the MR profession's best and brightest will share their cutting-edge insights and strategies in the ISC's closing keynote session. This fast-paced "research live in the round" experience will introduce you to several of the profession's superstars – people who go against the grain, who are incredibly successful – leaders who have something to say.

So strap in and join us for a lively and intense exploration of where MR is headed in the months and years ahead.

The Moderator Merrill Dubrow

President & CEO, M/A/R/C Research

The Pioneer Diane Hessian

President & CEO, Communispace

The Veteran Bill Neal

Founder & Senior Partner, SDR Consulting

The New Client Kyle Nel

International & Multicultural Research,
Lowe's Home Improvement

The Investor Sanford Schwartz

President, Phoenix Marketing International

The Entrepreneur Steve Schlesinger

CEO, Schlesinger Associates

ISC Keynote Presentation

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	By May 3	By May 31
Member	\$1,149	\$1,299
Nonmember	\$1,499	\$1,649

Guest Tickets

Expo Reception & Chairman's Dinner Party	Monday, June 10 5:30 – 8: 30 pm	\$250 per guest
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Located in the heart of the most magical place on earth, the Walt Disney World Swan Resort provides a truly extraordinary backdrop for the MRA Insights & Strategies Conference. Beautiful tropical landscaping, tranquil waterways, and classic art and architecture work together to create a stunning landmark.

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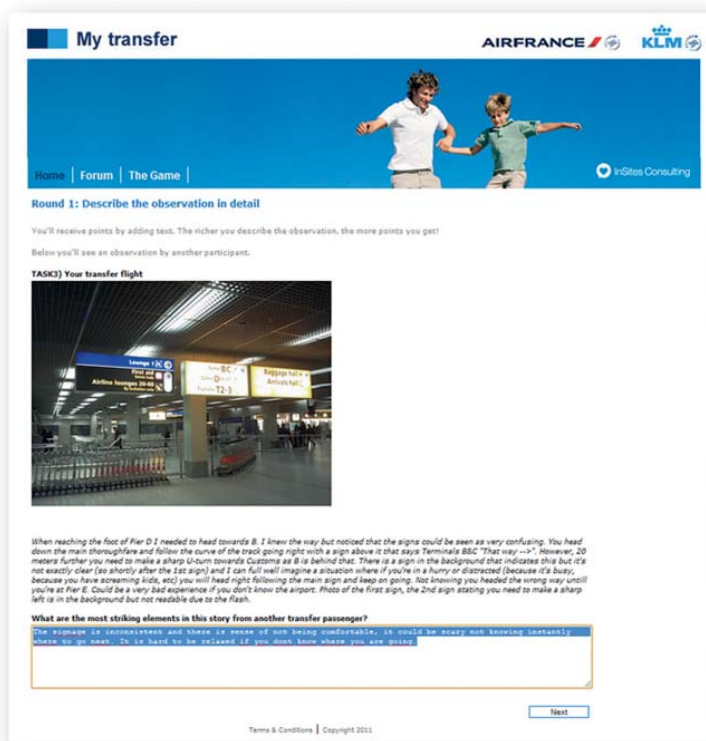


Figure 2: Crowd-interpretation of the My Transfer community.

co-moderators-by-role go one step further and take over a whole forum. They collaborate with the members on a structural level, resulting in closer P2P relations and increasing the social glue of the community. Overall, based on the qualitative interviews with the participants, co-moderatorship is perceived to be very rewarding for both the co-moderator and other participants, as illustrated by this comment from a Come Dine With Me, Australia participant:

How interesting that you used a couple of the other members to help you and ask us questions too. It's a great idea, they know where we are coming from and they understand what we are talking about so it's easier to talk to them.

Multiple perspectives

Next to moderating, participants can also add value when they are involved during the analysis phase, also referred to “crowd-interpretation.” The rationale behind crowd-interpretation is that analysis of data is biased by a researcher’s gaze. To get all potential interpretations and insights hidden in the data, we need to include multiple perspectives.

Recently, we conducted an insight community in cooperation with Air France and KLM where we wanted to detect new needs of transfer passengers. After an observational stage where each transfer passenger reported their journey, we invited the community members to interpret each other’s contributions.

From previous research (Verhaeghe et al., 2011), we know that consumers that are knowledgeable about the topic are most suitable for interpreting research results.

The crowd-interpretation was done in a game. During the first round, members had to give their interpretation on the input of their peers. In the second round, the original contributor could rate the analysis. Upon each correct analysis, a member could receive points. Consumers who were best in the analysis (highest amount of points) won the game and got a special incentive. Comparing the results of the researcher group with those of the participants, we concluded that involving co-researchers led to up to 21 percent more new insights (Verhaeghe, et al., 2012; Verhaeghe, et al., 2011). Next to overcoming a knowledge barrier, the same technique can also close potential contextual blind spots. For example, we also conducted crowd interpretation for a Gen Y community in cooperation with MTV. The researchers involved in this Gen Y community were not all from Gen Y. Using crowd-interpretation with like-minded peers of the participants generating the data helped us to overcome this generation gap. Thus, involving community participants in the analysis phase brings new insights to the table and helps researchers to close the gaps.

Fine-tune conclusions

Another way to involve participants in research tasks is by asking them to fine-tune conclusions, almost like a dry run for the community participants instead of the company. This technique was used in a study we conducted last year for Philips for which we set up a three-week insight-shaping community with 50 Chinese consumers.

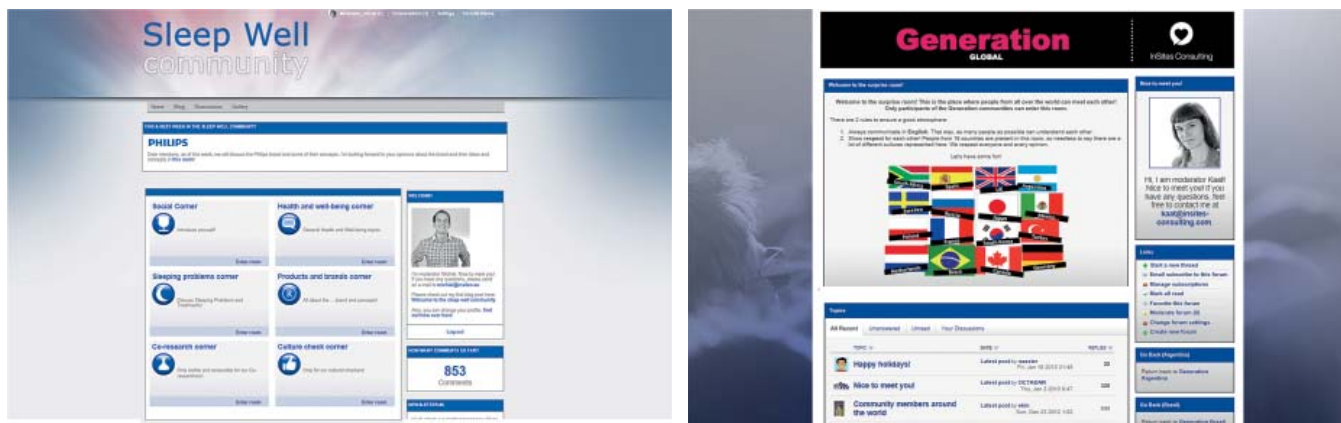


Figure 3: Collaborating with co-researchers during reporting phase. Sleep Well community of Philips with Chinese consumers (left). Generation Global community with 18 countries (right).

In ideal circumstances, native moderators are used. But due to time and budget constraints, as well as the fact that Philips executives wanted to join the conversation, we had to work with a non-native-English-speaking moderator. The community was run in English and while participants took a language test, the fear existed we would lose out on the nuances of Chinese culture and society. To avoid this and to increase positive feedback loops for enriched information-generation we used 10 of our participants as our co-researchers to deepen our insight-mining.

After we completed our analysis of the community output, we presented our findings to these participants and asked them to challenge them. For this co-analysis, they were asked to explain our initial conclusions from the Chinese cultural perspective, illustrate our findings with their own personal examples and elaborate on our first impressions. By means of qualitative coding of co-researcher discussions, we found that in 14 percent of the co-researchers' posts, the conclusions were challenged (nuanced or rejected). This means that every one out of seven posts includes new information that helps to fine-tune our conclusions. For example, the meaning and importance of well-being was challenged by our co-researchers. Where our conclusion initially was that Chinese consumers value well-being, the co-researchers explained that it's more about being healthy in order to work hard, earn more money and ultimately improve life status.

Working with co-researchers this way created truly unique insights that were key for Philips to find the right positioning in the Chinese market. We, as researchers and marketers, would never have uncovered these insights from an online distance (Schillewaert et al., 2012).

Validate and improve

The case of Philips shows how co-researchers can help us to validate and improve our hypotheses. Next to helping us understand a different culture, co-researchers can also help us to go across cultures and capture the global overview in a multicountry study.

We recently ran an MROC study in 18 different countries for three weeks for a multinational FMCG company. Each country had its own community platform and local native moderators, allowing all participants to express themselves in their lo-

cal language. After three weeks, we opened up an extra discussion room and invited all members who could express themselves in English to become co-researchers and challenge the conclusions on themes that were thought to unite all countries. Five cross-country findings were launched in the global room. Three of these statements were confirmed on a global level whereas the other two were disputed and therefore need to be adapted on a local level. This example showed us how co-researchers can help us find and develop a global overview faster and better.

Close gaps

Through these three case studies, we have experienced the added value of co-researchers in communities and learned how and when to use them. In the previous studies, we collaborated with co-researchers who were like-minded peers of the participant group. But there are more opportunities here. For instance, we are now collaborating with expert groups such as health care practitioners to help interpret the contributions of patients. This way, we believe we can get more out of the data by involving all



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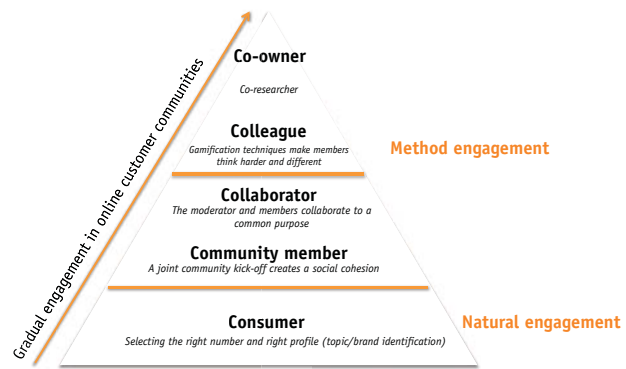


Figure 4: Five levels of creating gradual engagement in online customer communities.

stakeholders to the research.

Furthermore, there are also new opportunities to collaborate with co-researchers in the analysis phase to better understand how opinions are shared and to uncover the metaphors and word meanings of discussions.

Working with co-researchers is not for everybody. It's an extra challenge that participants need to be interested in, invest time in and perceive as an exclusive reward. It is not necessarily a bad thing that not all participants want to become a co-researcher; we believe that there's a saturation effect in terms of co-researchers' additional findings and arguments. So, finding that optimal number of co-researchers is an important direction for us in future research.

Besides this, there are many opportunities for engaging co-researchers (Figure 4). We are currently experimenting with co-researchers as trend-watchers, where we ask them to become our eyes and ears in the offline world and report back to us on the community. This form of co-researching gives the participants even more responsibility, status and thus a higher perceived feeling of exclusiveness. Furthermore, another direction of future research is to discover the types of participants that consider being a co-researcher a real challenge. In order to motivate them in the best way, we need to know who to approach and how to challenge them.

Co-researchers are the future of our profession. Participants have become our partners with whom we collaborate. When we put community participants into a different context such as a co-researcher, it does not replace the researcher. This is similar to what we see in co-creation activities in innovation

and marketing disciplines, where the job of the marketer isn't made obsolete. Rather, it's about collaboration and sharing the responsibility of the research community in order to come up with results and findings we would otherwise have missed. Co-researchers are not a threat but a real opportunity, one that we believe is the way forward for our profession as market researchers. ¹

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Identifying the links in the value chain

Why you should care about what your client's consumers want

| By Eric M. Whipkey



snapshot

B2B researchers would do well to put a little consumer research-style spin on their work, the author argues. Doing so could help uncover overlooked and undervalued markets and enhance your client relationships in the process.

This article reimagines consumer research through the lens of the business-to-business researcher or, more accurately, the business-to-consumer-for-business (B2C4B) researcher. I often hear those in the B2B space say, “What does consumer research do for us? Our client knows what they want.” This may well be true but before you turn the page, let’s take another look and ask a few questions:

- Would knowing who your client’s customers are help the sales team sell more of your services/products?
- Would knowing how people talk about your client and/or your client’s services on social media help?
- Would knowing what types of services are of most interest to these customers help?
- Would understanding the needs of your client’s customers help you develop new product ideas to sell to your clients?

My guess is that if you answered no to these questions, your clients ARE your customers. In other words, there are no other links in the value chain. If you answered yes, you are probably providing services or products that are later consumed by others in the chain. Outsourced services that impact the quality and satisfaction of end-user experience come to mind, such as facilities management or food services, as do manufactured products like engine parts, building supplies, medical devices, etc.

If your products are sold to a client that then sells or sources that product to another level of consumer, you may well be able to spin gold for you and your clients by better understanding the needs of the next level or two of that value chain. The question really becomes, who is your client’s “ultimate client” and how can you help your client to better understand them? What’s more, what could this do for your relationship with your clients?



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Let's revisit those questions:

Who are your client's customers?

Segmentation research would apply here and yes, this would put your salespeople squarely in the driver's seat. They could walk right in and surprise your clients with insights about the various types of consumers that use their products, their needs, their attitudes, etc., and how your product helps to satisfy those needs.

This "Challenger" approach has been shown to be the most effective sales approach out there. Imagine, for example, if you could tell your clients that have been targeting your outsourced services to middle-aged men that many younger women would really love the service if they allowed you to position it differently to appeal to one group's sense of adventure and another's need for status.

How are they talking about your client on social media? Your brand might be essentially invisible in these conversations but for your client, your service or product, it might make or break their brand. If you consider all aspects of their brand and/or the services that you are providing, you could learn a lot about what you should do to align with what different people seem to want from your clients. Even better, you could conduct additional research to build and test theories generated from social media which would better align your products/services to your client's customer's needs. This, too, could help your sales team from the Challenger perspective and/or help you refine your existing offerings and/or develop new offerings for your clients.

What is of most interest to them?

Attitude-and-usage research would be very useful here and could easily be combined with segmentation research to understand what each segment

wants and needs. That would make your sales pitch all the more valuable. Actually, you would need to have this information to inform your product's new positioning for each new segment.

What are their new-product needs?

Designing products around consumer needs is nothing new. Researching (or ascertaining) the need below the client level in the value chain is what might seem revolutionary here. But, the idea is to understand who your client is trying to keep satisfied and loyal and design your service or product to meet their professional, personal or quality-of-life needs. You should not base your knowledge of what is needed on your client's perception, as standard B2B research would do. You will be much better off developing an understanding of this for yourself and your client will think much better of you for it, as well.

All about the value chain

The point is that you can develop important insights for your company and your clients by exploring the value chain. The problem with the traditional B2B research mind-set is that it assumes that your clients are your sole customers. Of course this is true but there are usually other consumers of interest, too. It is all about the value chain. Somewhere down the value chain is a consumer to whom your client sells its products or provides services. The trick to making consumer research relevant in a B2B world is ensuring that you explore your client's ultimate customer. It is business-to-consumer-for-business.

So how do we determine which link of the value chain upon which to concentrate? Like many things in life, the answer is often, it depends. A rule-of-thumb is to look at the first section of the chain, think about who is going to

touch the product or service next or who directly benefits from it at the client site and ladder down from there. Sometimes there is only one link in the chain, like a consumer packaged goods company – you create a product for a consumer. But that's not what we are discussing here. B2C research is very straightforward when it comes to the value chain. Let's take a manufacturing industry example:

Steel companies make steel for the automotive, construction, energy, manufacturing, pipe and tube and steel distribution industries. Who is the immediate client? There are many. But who is the ultimate client? How far down the chain do you go? It really depends upon what will resonate most with your client. For the automobile industry, it is NOT likely to be the end consumer (car buyer) but in construction, it could be the architect, the builder or even the homeowner picking out materials at Home Depot.

Builders want strong but flexible materials but homeowners will want reliable materials that will hold up for years under extreme stress (i.e., earthquakes, severe winds, etc.). While you can just ask your immediate client what sort of steel to make and still satisfy them in the short term, your goal is to add value for your client, improve revenues, grow your business and theirs and build your brand.

As a market researcher, the question is really whose opinion, perception or needs will be most influential in your client's steel choice? When your immediate client makes their decision, they are looking for some evidence that those down the value chain will pick their product over others. If you can show them that those consumers or certain segments of consumers are more likely to choose their product due to some inherent property of your steel, you have a pretty strong ROI story to tell them. To this end, you would do much better by striving to satisfy the ultimate client's needs and bringing your clients loyal advocates.

With B2C4B research, the goal is not to get consumer research to tell you about your client, directly. You need consumer research to understand what your client's customers' need so that you can turn to them and tell them, "I know who your clients are and I know what you need to provide them." What's more, you can ensure that you can do it better than other providers.



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This way you come off looking like a very innovative company that really knows their business and what's still more, it would be true. In essence your consumer research becomes a key part if not the star of your sales pitch to current and potential clients.

So, what type of research would apply using this new frame of reference? Like a lot of things it is easier to discuss what will most likely not be as useful. Loyalty research like net promoter and advocacy research is not especially helpful, as your client's customers don't likely even know about your company. Neither will brand and brand positioning work about your company help you much. This could be explored with your client's brand or perhaps the positioning of your product type or industry.

Others that will not likely apply are obvious, like package testing, copy testing, etc. As mentioned earlier, the research should focus on the ultimate consumers' needs, attitudes and use patterns, perceptions of your client's brand and/or the types of products/services produced by your client(s). In addition, do not shy away from includ-

ing your clients and potential ultimate consumers in co-creation sessions.

Even better, use your end-consumer insights to feed co-creation sessions with your clients. You will be surprised by your clients' positive reaction and the role that you and your company can play in the strategy and deployment activities of your clients. This simple change of reference makes consumer research every bit as important in the B2B world as it is in the consumer packaged goods world. It just needs to be applied from a slightly different point of view.

A clear understanding

At Sodexo, we use an attitudinal segmentation with our clients that we call Personix™ along with other insights tools and a subsequent ideation session. Our tools provide our clients with a clear understanding of the different attitudes that their consumers may be bringing to the table and what consumer trends may be influencing those attitudes as they experience and react to "our services" on a daily basis. We find that this challenges our clients' thinking both early on in the sale and further builds relationships and

confidence after the sale. In line with the thinking highlighted in *The Challenger Sale*, this elicits responses from clients such as, "You really understand this organization better than some of us."

Isn't that really what you, as a B2B market researcher, want to hear? If your client sees you in this way – as a strategic partner and an expert in helping their organization improve performance and customer satisfaction – it is hard for them to say, "Let's look for another provider this year." Given the goal of B2C4B research, I know this is what we want to hear from our clients as we work together to create opportunities that enable our services to deliver meaningful impact down the value chain by improving their customers' quality of life. ①

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Must-be or not must-be?

Considerations in using the Kano method for international new-product surveys

| By Michael Latta



snapshot

A report on a research-on-research project involving potential problems with using the Kano method for international studies.

Quantitative new-product design surveys in the business-to-business realm are used to answer the following types of questions: What need does the customer desire the product to fill? What problem does the customer want the product to solve? What attributes does the customer want the product to have? What features does the customer want the product to have? What benefits does the customer want the product to provide? The answers to these questions are typically expressed in terms of product attributes, features or benefit statements.

A variety of methods have been developed to answer these questions including: stated importance from rating scales; derived importance from rating scales; conjoint analysis from experimental designs; discrete choice from experimental designs; and Kano method from paired comparisons.

The Kano method has been used in a variety of preference study types including the popular customer satisfaction survey. It has also started to be used in new product development surveys. The basic approach involves a version of paired-comparisons. Paired-comparisons have been around since 1927 when Louis Leon Thurstone proposed his law of comparative judgment which needed a method of measurement. The method of paired-comparisons was used to operationalize the definition of psychological value differences expressed in a product attribute, feature or benefit.

Each product attribute, feature or benefit is expressed both in a present or positive way and in an absent or negative way. An widely-used example of how such measurement is done is shown in Figure 1.

This approach to measuring product preferences has a theoretical orientation based on determining what new features are expected to be included, what attributes add psychological value as they increase and what attributes are deal-breakers if absent and exceed expectations if included.



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Figure 1: An example of a Kano-style question

We want to assess your preferences for certain cell phone features. To do that we will ask you pairs of multiple-choice questions. The first question in each pair asks how you would feel if your cell phone included a particular feature to an extent greater than you have that feature today. The second question asks how you would feel if you had less of that cell phone feature than you have today.

You should place a ✓ in the column that corresponds with your answer to each question. It is important that you answer both the (a) and (b) parts for each question.

Here is an example:

How would you feel if your cell phone:	I would be delighted to find it that way (1)	I expect it to be that way (2)	I am neutral (3)	I would not like it that way but I can live with it that way (4)	It must not be that way (5)
1a. could store more cell phone numbers than you can today?	✓				
1b. could store fewer cell phone numbers?				✓	
2a. could be used longer without charging than you can today?		✓			
2b. had to be charged more often than you need to today?					✓

The Kano model was developed by Noriaki Kano. He is an expert in product quality design who described the complexities of customer needs and their relationship to customer satisfaction as the most important design issue. Users of the Kano method have identified six basic types of psychological values defining product attributes, features or benefits relating to customer needs, problems or benefits. These values go by various names but are most often expressed as follows: Attractive; One-Dimensional; Must-Be; Indifferent; Reverse; Questionable.

Attractive: Attributes, features or benefits that elicit product acceptance when completely present but do not cause rejection of the product when not present. These values are not typically expected in a new product. An example is the button-less iPhone when first launched.

One-Dimensional: These are attributes, features or benefits that everyone is aware of and are the basis of direct competition. These features, attributes or benefits result in product acceptance when present and product rejection when absent.

Must-Be: These values are taken for granted when present but result

in rejection of the product when absent.

Indifferent: These values are neither good nor bad and have no effect on the customer's preference for the product.

Reverse: When these values are absent, the customer is accepting of the product. If the value is present the customer rejects the product. These values show that not all customers are alike on certain attributes, features or benefits. One customer segment may strongly prefer an attribute and another may be strongly opposed to an attribute.

Questionable: Response patterns show ambivalence, misunderstanding of the questions or errors made in answering questions. The result is, the same answer is given to both expressions of the same attribute feature or benefit. In other words, the respondent both likes and dislikes the product and the value expressed.

The Quirk's archives contain articles on the use of the Kano method (see references). Each of these articles, along with this one, can be helpful when designing a survey and indicates some of the pitfalls that may occur when using the Kano approach.

Not internally consistent

The unusual structure of a Kano questionnaire is a potential problem in surveys. Threats to the reliability and validity of results come from Reverse and Questionable values, which signal respondents have given answers that are not internally consistent or are contradictory. The pattern of responses indicates straightlining, confusion, "had no opinion but did not check neutral" or that the respondent simply did not read the questions. It is also hard to tell if certain questions should be discarded or if respondents need to be discarded or if respondent reading ability just is not up to the complicated Kano task.

This last issue may be a particular problem with international studies in technology areas where translations are problematic and comprehension may be an issue. Internationally, Kano may work best using an online survey with panels. Kano requires that the respondent have expertise and experience in the product area and be allowed to go back and forth among the statement pairs as often as he or she needs to. This atypical survey need results from the paired-comparisons approach requiring a lot of thought, which makes flexible online methods a good choice. The online panel assures respondents who potentially can understand and answer the technical questions. However, whether the method gets "lost in translation" is an empirical question answered in a study summarized below.

Method

An international survey of medical specialties was conducted in North America (two countries), South America (two countries), Europe (four countries) and in the Far East (four countries). In total, 1,114 respondents were surveyed using the Kano method. The research-on-research objective was to determine the incidence of Reverse and Questionable responses in the various countries to see if Kano is equally reliable in all cases or if it works in some countries and regions better than others.

Table 1: Incidence of Reverse and Questionable Responses in 12 Countries and Four Regions

Region/Country	%
Far East 1	11%
Far East 2	38%
Far East 3	53%
Far East 4	22%
Europe 1	8%
Europe 2	21%
Europe 3	15%
Europe 4	28%
North America 1	13%
North America 2	2%
South America 1	39%
South America 2	45%
Far East	33%
Europe	33%
North America	15%
South America	33%

Results

The results indicate that questionable responses occurred in all 12 countries. The incidence of Reverse and Questionable responses are presented in Table 1 for the 12 countries and aggregated by the four regions. As can be seen in Table 1 these incidences vary between regions and between countries within regions. For example in the Far East the values range from 11 percent as a low to 53 percent as a high, suggesting at least one Far East country is not a good option for Kano. In addition, North America shows much lower values compared to South America. Overall, Europe, the Far East and South America all show twice the incidence of Reverse and Questionable responses compared to North America.

Implications

Although this pattern of

Questionable and Reverse responses may not be surprising to those who use the Kano method, it does suggest that marketing research field services need to take this information into account when planning international panel survey research projects involving Kano. There is no rule-of-thumb in widespread use for discarding respondents with Reverse or Questionable response patterns. One might reasonably set 20 percent as a threshold.

The complexity of the Kano method of paired-comparisons results in inconsistent patterns of responses, leading to some problems in application, especially in international studies where translations are involved. High percentages of Reverse and Questionable value responses make the data difficult to use in technical or medical new-product design studies. The question addressed here is: Do the percentages of Reverse and Questionable value responses from international panels vary across countries, indicating that the utility of the Kano Method varies from country to country? The answer is yes. ④

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Are you experienced?

How to introduce customer experience management into your firm

| By Carol-Ann Morgan

snapshot

For B2B firms seeking to differentiate themselves, embracing customer experience management, as outlined here, offers a difficult but potentially rewarding strategy.

Putting the customer at the heart of the business is the central tenet of marketing. Marketing is about generating products and services that are rooted in the needs of the customer rather than the need of the company to sell its products. To be in tune with the needs of customers, rather than second-guessing, a company must move toward customer-centricity and ensure that the voice of the customer is integral to its strategy and that the customer is considered and discussed at the boardroom level and not just by the customer-facing staff and departments.

The evidence for making this cultural shift is strong:

- Two-thirds of customers say a positive customer experience caused them to spend more.
- Eight out of 10 customers would pay up to 25 percent more for superior customer service.
- Three-quarters of those who switch suppliers/brands relate this to a poor customer experience and service.
- More than half of those who recommend a company do so based on the customer experience rather than other factors such as price or product.
- Almost all of those who have had a bad customer experience tell others about it, mainly to warn them off or stop them buying from the supplier.

While more and more companies recognize the importance of managing the customer experience, only 12 percent of companies surveyed in 2009 had a disciplined approach to the customer experience. Although listening to customers is a step in the right direction, it is the first step on a long journey which cannot be achieved overnight and which, most importantly, requires a change in culture and attitude rather than purely in process. Savvy companies are delving further into the customer experience, placing it at the heart of all they do. With this there has been a flourish of tools, techniques, processes and people who are there to offer their services.



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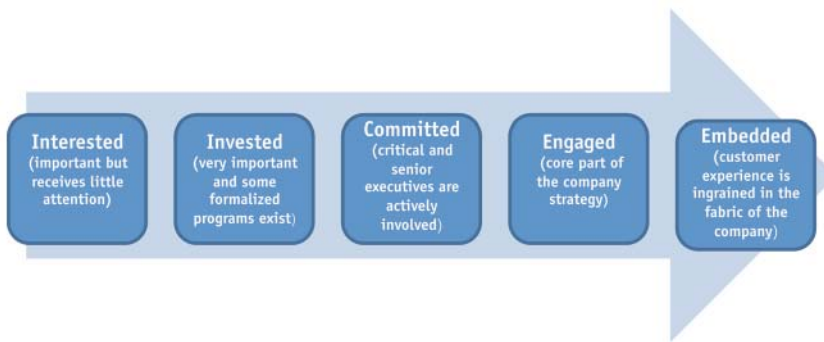
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Figure 1



Point of difference

Differentiation has long been felt to be the key to growth, though it more commonly refers to differentiation of products and services, the brand values and position and the channel. As products and positions have become more commoditized, companies have struggled to find their point of difference. However, more recently, the term “experience-based differentiation” has emerged. Forrester describes this as “a systematic approach to interacting with customers that consistently builds loyalty.”

Essentially, it is being seen as significantly different in the marketplace through the way in which the customer and the customer’s experience are managed, and the representation and demonstration of the brand values at every point of association between customer and the brand/company.

Forrester’s 2012 Customer Experience

Index Report, which surveyed more than 7,600 consumers about their customer experiences, highlights three observations:

- customers’ expectations are getting higher and higher;
- companies wishing to differentiate on the customer experience will have to work harder as the gap between the best and the worst widens;
- suppliers can no longer afford to be complacent about the customer experience.

The Forrester Index relates to B2C markets and customers but the practice extends to B2B customers too, as B2B suppliers recognize the value-creating capacity that can be demonstrated in the ROI. There are key differences between B2B and B2C customers: decision-making units are larger and more

complex in B2B markets; there are often fewer suppliers available; and products often have some technical requirement. However, the assumption that B2B business decisions are made in a cold, logical manner in the absence of all emotions has been challenged.

Most companies would feel that their customers are considered in the companies’ activities. However, the degree to which the customer is considered can vary dramatically. The starting point is an honest evaluation of where on the spectrum of customer centricity the company lies (Figure 1).

Managing the customer experience is easier said than done. It has been found that while most companies want to engage in this approach, many have little idea of how to go about coordinating all elements of the customer’s experience across the company. It is noticeable that the number of dedicated senior executive positions directly responsible for the customer experience has grown significantly in the past few years. Indeed, the position of customer experience director or chief customer officer is no longer unusual on the board.

Engaged or simply served?

This brings us to consider what we mean by customer-centricity. Consider your own experiences when choosing a broadband supplier. How far do you feel your broadband supplier has gone towards making you feel engaged with it rather than simply served by it? What impact does that have on how you feel about that supplier, your likelihood to recommend your supplier, your likelihood to switch to another supplier when faced with a better deal or your willingness to buy any additional services, such as hardware, cable TV, etc., from that supplier if they were offered? The same applies to the business buyer, for example, the buyer of bulk chemicals, stationery or food products, where the strategic importance of the account can be very high indeed to the supplier.

The company that seeks to differentiate on its customer strategy needs to engage its customers. This involves far more than serving them efficiently and effectively. It involves tapping into the emotions of the customer, making them feel connected to the supplier and the brand at every interaction with the

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company, wherever this takes place, with each and every company representative and on whatever subject/issue. The company knows the DNA of the customer and the customer experiences the DNA of the company.

In his book *The DNA of Customer Experience: How Emotions Drive Value*, Colin Shaw, following years of research looking at emotions elicited from customers, found there are four clusters of emotions that drive or destroy value: advocacy, recommendation, attention and destroying.

The top cluster, advocacy, is rooted in the feeling of happiness. As humans, we seek out experiences which make us feel happy and happy customers become advocates. The recommendation cluster includes basic emotions like trust, being cared for, feeling valued. The personalization element of these emotions is very powerful as a desire to recommend.

The lower two tiers hold some danger signs. The attention cluster contains emotions organizations use to attract attention, i.e., interested, indulged, stimulated, energetic. However, companies need to ensure they have some-

thing to follow this. Attraction alone soon fades.

Finally, the destroying cluster is the most dangerous of all. These emotions are negative and tend to come from organizations that are focused on the inside rather than the outside view. Customers feel frustrated, angered, irritated, neglected and dissatisfied in their interactions with this type of company.

This model illustrates that a core element of the customer experience strategy needs to incorporate the emotional side of the customer experience as well as the processes. The power of the people delivering the product/service to elicit these emotions is critical in making the difference between serving and engaging customers.

Raises important questions

Accepting that the experience of the customer with the organization affords greater opportunity to elicit emotional bonding with customers raises some important questions for the organization in managing the customer experience:

- How do we build organizational com-

mitment to our customers?

- How do we deliver great customer experiences?
- How do we inspire staff to want to deliver great experiences?
- How do we support our customers' needs and goals?
- How do we join up the customer experience across touchpoints?
- How do we measure the impact of loyalty?

Customer experience management (CEM) starts at the top. It requires commitment from the senior leadership to listening to the customer and embedding their needs and experiences into strategy. It is common in large organizations for the various departments and functions that touch the customer to operate in a silo fashion. CEM requires cross-functional involvement and brand alignment, which cannot be achieved without senior leadership buy-in (and resources).

CEM also requires a particular skill set from the staff; people who have a commitment to delivering great experiences for their customers, to going

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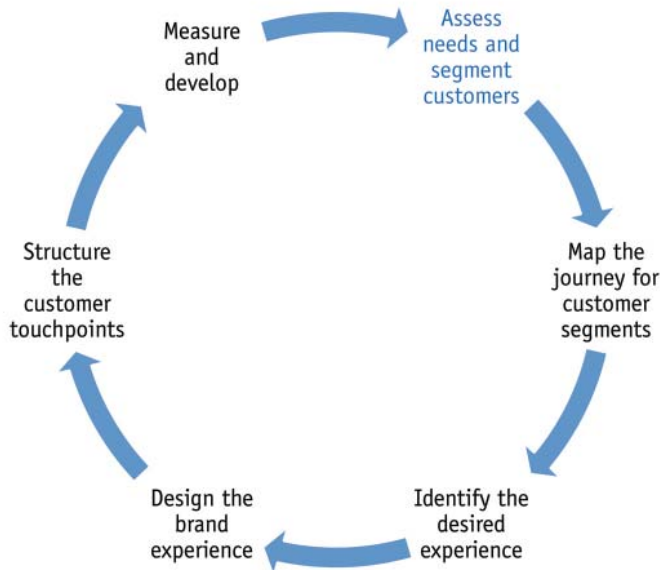
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Figure 2



experience management that involves identifying the touchpoints with which the customer comes into contact across the organization, brand, service or product, followed by the development and implementation of the desired journey the customer makes through the organization.

His model has been criticized as being very linear and appropriate only for one-off transactions and thus may be more suited to B2C customers. With B2B customers, the journey is less straightforward, with repeat scheduled purchases, contracts, mutual dependence and complex relationships. An approach that maps the journey and punctuates it with “moments of truth,” “key points of influence” and “pain points” is felt to be more realistic and offer more opportunities to manage the customer experience along a convoluted path.

A typical approach for a customer experience strategy involves the following stages (see Figure 2), starting with the assessment and segmentation of customer needs.

Stage 1: Needs assessment and segmentation

The starting point is to understand what customer needs are, what drives them, what challenges them and what they need from suppliers’ products and services. Coupled with this is the segmentation of customers into groupings which enable us to see and serve the customer more specifically. This can be based on firmographics (known facts about the customer such as geography, company size or sector), behaviors (what they buy, when they buy, where they trade, etc.) or on needs (what they want, where they are going, what are their drivers). The latter is the most discriminating and requires a deeper understanding of customers to achieve.

Stage 2: Customer journey-mapping

This involves the construction of a detailed map of the customer journey for each of the customer segments. It is important to look at individual segments in this exercise as their journeys may differ. The journey details the customer touchpoints with the supplier from the first awareness through to usage and, if appropriate, termination of usage.

the extra mile to ensure the customer feels happy and to do this every day. Therefore, leadership, brand clarity, people and cross-functional involvement are core requirements.

Bernd Schmitt, renowned consultant and marketing thinker, defined customer experience management in 2003 as “the process of strategically managing a customer’s entire experience with a product or company.”

He built on this further to say that, “The term ‘customer experience management’ represents the discipline,

methodology and/or process used to comprehensively manage a customer’s cross-channel exposure, interaction and transaction with a company, product, brand or service.”

Schmitt essentially advocates a paradigmatic shift from the traditional marketing concept, customer satisfaction measurement and CRM approach towards an approach that takes account of the experience of being a customer, from end to end, cradle to grave (however long that might be). Schmitt proposes a model of customer

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Stage 3: Identify the desired experience

The journey map is then used to design the ideal customer experience. This stage is about reflecting on the journey map and comparing the actual experience with the internally-perceived experience. It enables the organization to review its processes and streamline these to make the experience more effective, efficient and enjoyable for customers; one which they will want to repeat and to tell others about.

Stage 4: Design the brand experience

This stage is about emotion; it addresses the feelings that we want to evoke in customers in their experiences with the brand. To design the brand experience, it is important to have a clear vision of the brand identity and values. These are often translated into “promises” which will underpin the customer experience in terms of what they can expect from the relationship with the brand. They are usually generated around positive emotions that draw the customer into a closer relationship with the brand. This stage also involves looking at the people who deliver the experience, their attitudes and how much they reflect what the brand represents when working with customers.

Stage 5: Structure the touchpoints

Here the various touchpoints for the customer are structured to ensure the processes are in place to deliver the experience for the customer – one that generates the desired emotions associated with the brand to deliver longer-term loyalty. This stage is often quite process-driven, looking at ownership across the business for the various touchpoints and ensuring that the experience is seamless and the brand value delivered across and between all the touchpoints.

Stage 6: Measure and develop

This is the closing of the loop; measuring performance. There are several approaches to measuring the customer experience, not least the measurement of the return on the investment in financial terms. Common customer survey measures utilized are:

- The periodic customer satisfaction survey – the “deep-dive,” fully-con-

sidered overview of the customer experience.


- The event-based satisfaction survey – centered around a specific interaction, delivered very shortly after the interaction.
- The tracking survey – a regular, random survey of customers, tracking perceptions and performance on key measures.

This data is used both strategically and operationally to make improvements for individual customers (usually key B2B accounts), groups of customers (segments which have particular needs) or all customers (general themes which would improve the experience across the business).

Requires an investment

Developing a comprehensive program requires investment in both time and resources to implement across the business and it needs to have senior management buy-in but operate company wide. It is like a religion with some core values, expressed in the acronym PACE:

- Processes – are these in place to ensure a smooth journey?
- Attitudes – are the people across the whole organization delivering the experience aligned and representative of the brand and its values?
- Communication – do we communicate the importance of the customer at all times?
- Evaluation – do we have anything in place to ensure we are delivering it?

Customer experience management and voice-of-the-customer are both programs that raise the profile of the customer in the long-term security of the business, recognizing customers as an asset for the business and thus worthy of boardroom consideration. The approach incorporates and brings together customer research in the form of needs assessment, customer segmentation, customer journey mapping, brand identity and perceptions and satisfaction and loyalty measurements. 

Carol-Ann Morgan is director of B2B International, a London research firm. She can be reached at carol-ann@b2binternational.com.

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Survey says...

How to design research for public release

| By Laura Light and Peter Gold

snapshot

Planning on using survey findings as fodder for a press release? Take these tips into consideration to make sure the information has impact, relevance and longevity.

Research created specifically for public release does not look or feel like traditional market research used for internal proprietary strategic planning. The ultimate goal of “newsmaker” research – also called leadership surveys, promotional surveys, research for public or media release – is to release the results into the public domain to create conversation. Creating news isn’t easy, often causing the initial phase of survey design to be more time-consuming and challenging as well as more creative (and maybe even fun)!

This article will set aside what tends to be the common dogma in the research world and instead consider research in a new light with the key aim to create content-rich marketing materials. The goal is to design strategically-sound but widely-appealing data that attracts and engages a target audience. So, no more open-ended questions. No more ranges. And no more lead-in descriptions.

To obtain the desired results it is critical to understand the definition of newsmaker research. Newsmaker research is typically focused around issues that the client and their key audience(s) care about. It is designed first and foremost to generate public attention and build a brand’s reputation by: creating interest in a product or service; strengthening a company’s image as a leader in a particular field; improving a flagging reputation; emphasizing key messages from sales and marketing materials; supporting advocacy work with public officials; and addressing the needs of a new constituency or audience.

The data that emanates from the research must be relevant and valuable and ideally move a consumer to action.

No turning back

In general, research design is often the most challenging – but most creative – step in the research process. It’s challenging because once the questions are written (and finalized) and put into the field, there is no turning back. Therefore, it is extremely important not to



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short-change the design process as the questions form the foundation of the entire project.

The questionnaire establishes the framework for everything that a client wants to know and the brainstorming process – while time-consuming – if done well, is also illustrative and worthwhile. It is critical to understand what is relevant to the target audience; what information is missing from any already-conducted research on the topic; and ultimately how the research will support the client's needs.

In any market research study, a valuable exercise is to write down a few of one's provocative headlines or key messages (i.e., imagine anything coming out of the data, what would it be?) and work backwards to the survey questions. While this process appears self-evident, many clients do not do it and the data is always richer and more meaningful on the back end if they do.

Specifically, when thinking about the design of newsmaker research (and listening to feedback from focus groups and anecdotes from clients), words consistently emerge like fresh, meaningful, powerful, surprising and long-lasting. Honestly, with newsmaker research, clients want it all. And while their dollars may be thin, their aspirations remain deep.

We will focus specifically on the word "fresh" – by definition a key goal of newsmaker work. The need to be innovative or original has a huge impact on the actual design of the questionnaire. A newsmaker survey needs to stand out to make news and therefore one cannot divert back to the "same old same old" in design. That's why it is essential to be inventive on the question wording, the response choices and the overall survey structure. You may want to encourage others to review the questionnaire (maybe even hold a brainstorming session) to generate new ideas.

Consider: scales

The questionnaire content needs to be appealing both to the public and the media who are looking for a hook and the words that are used will be reflected back in all marketing materials. Therefore, it is worthwhile

to take the time to consider every scale and abandon standard scales for something fresher and more compelling that will give a study some flavor that others don't have.

Take the following question, which was drafted for a large pharmaceutical client using a fairly standard four-point scale:

How would you rate your doctor's bedside manner – excellent, good, fair, or poor?

While this question might work well for internal purposes especially when comparing bedside manner to other characteristics, ultimately the PR team decided to change it for newsmaker purposes to read:

How would you rate your doctor's bedside manner on a scale in which "A" means excellent, "B" means very good, "C" means average, "D" means below average and "F" means failing?

The second option offered more flexibility on the back end for how the team used the results. By collapsing words together, as in...

Most Americans rate their doctor's bedside manner as very good or excellent,

...and using a grade-point scale with which most Americans are familiar...

Most Americans rate their doctor's bedside manner as a "B+" or higher,

...the target audience is more quickly engaged.

Similarly, a fairly standard frequency scale like often-sometimes-rarely-never is made more appealing if switched to more captivating language like: obsessed, interested, intrigued, indifferent. These words may need to be clarified with some descriptors so respondents are all thinking about the choices in the same way but in the long run it's important to look for opportunities like this to freshen a survey's scales.

Consider: analyses

As with the question wording, fresh analysis can also drive a newsmaker study to be a success, and in general, it's a useful strategy not to rely on demographic analysis alone.

Everyone who has ever looked at or been responsible for analyzing a

data set reports on the total sample and then delves a little deeper to look at fairly straightforward demographic differences by age, gender and even region. But you can set a study apart by throwing in some psychographics for contrast. These can range in tone and complexity and should relate in some concrete way to the overall topic of the study. Some examples might be: How do doers differ from thinkers? Or technophobes from technocrats?

Psychographic questions often have an attitudinal feel that cover interests, opinions and values, such as:

- How well do the following characteristics describe you?
- How important are the following ... to you?
- Do you prefer ... or ...?
- How strongly do you agree or disagree with the following statements?

Questions can also cover or be combined with behaviors and more factually-objective information like hobbies, activities, lifestyle and product usage to create a profile of who a respondent is.

As an example, a non-profit client recently aimed to demonstrate excellence in the social media space and obtain a more complete understanding of social media usage to make smart decisions about its own marketing endeavors. The research firm, partnering with the non-profit, organized the data to create a set of segments based not only on how frequently Americans access social media but also the quality of their interaction. A behavioral and an attitudinal question (shown below) were combined to arrive at the final set of segments (architects, creators, transmitters, spectators and bystanders) that helped explain how social media and personality intersect:

About how often do you... ? Scale: several times each day, once each day, 3-5 times each week, 1-2 times each week, 2-3 times each month, once each month, once every 2-3 months, less than once every 3 months, never

- Create and post something online (e.g., on a social networking site like Facebook or a personal blog)
- Critique or comment on something you see online (e.g., news article, blog post)
- Forward something you see online (e.g.,

video, news article)

- Collect or store something you find online for future use
- View, read or listen to something online without actively commenting, saving or forwarding

How much do you agree or disagree with the following statements? Scale: strongly agree, agree, neither agree nor disagree, disagree, strongly disagree

- I am very well-informed about the world and current events
- I am confident in my ability to get things done and be successful
- I am very happy in my life right now
- I have a lot of influence over decisions that affect me
- I am strongly connected to my community

In the end, the social media segments were used to shed light on the rest of the data about online activity, privacy, security, happiness, anxiety, isolation and a whole host of other variables – and offered key insights into the world and decision-making of social media users.

An important and perhaps self-evident note when planning to use a psychographic filter (such as that above) as a lens by which to analyze results is that it is essential to think through and incorporate the appropriate question wording in the design phase of the project. It is nearly impossible to do so using hindsight.

Consider: indices

Trends are extremely powerful in the world of data because they offer fresh insights that are unique to one company. Trends can emanate from a single question or a series of questions, perhaps rolled together in some sort of index.

Speaking of the latter, indices can be especially constructive to get a bird's-eye view of an issue that only one client owns. An index offers innovative and somewhat cost-effective information but also provides longevity as the index is measured over time and reports trends in attitudes and perceptions as they rise and fall. Even when an index remains static, it offers useful information about the world. While outside forces like the economy or politics may change, the public's feel-good attitudes or consumer confidence in an index may stay the same – or vice versa – which can be very illustrative when

making predictions about spending, saving or other consumer behaviors.

However, in order to leverage an index successfully, a client must have a clear understanding of exactly what needs to be measured (e.g., loyalty, commitment, satisfaction). The most important part of creating an index will be to determine the core set of questions that will be asked on a regular basis (and what they will measure). The scale for the index can vary (for example, from 0 to 10 or -100 to +100) but as with everything in survey research, the wording matters.

Two very well-known indices are the Consumer Confidence Index, published by the Conference Board, and the University of Michigan Consumer Sentiment Index run by the University of Michigan's Institute for Social Research. Both measure the degree of economic optimism that consumers express through saving and spending.

Ultimately, as with these two examples, the index yields a single number, which as mentioned offers a bird's-eye view of the core issue, but it can also be valuable to include some peripheral questions that evolve with each wave. These other questions will lend greater texture or depth to the data and help illuminate a client's editorial viewpoint on why the index may (or may not) be changing.

The most powerful part of the index is that the media, the public and other key audiences will come to expect it and it can be published in many flexible ways, such as creating a Web site quiz and automatically populating the results for individual visitors to compare their own responses to the total sample.

Consider: celebrities

One of the most common and enticing (but often misconstrued) design choices in the "fresh" category involves celebrity questions. These questions are like apples in the Garden of Eden – they're tempting but ultimately lead to regret. Here are a few recent examples:

- A CPG client wanted to ask consumers "Which celebrity's health care regime would you most want to copy?"

- A fashion magazine wondered "Who is America's celebrity style role model?"
- A restaurant chain wanted to know "Which celebrity would you most want to share a meal with?"

Clearly, all of these questions on the face of it are interesting and may have some immediate media appeal. However, celebrity questions are fresh only in the most narrow and obvious sense of the word and often are not newsmakers (i.e., they're not long-lasting, powerful or often even that surprising). While topical, celebrity questions have a short shelf life and therefore it is often best not to use celebrities in this type of research.

Never be bland

Finally, newsmaker research should never be bland. The research company, the PR firm and the client need to think first about what is most important to say on the back end and make sure to reflect these goals in the brainstorming around design. Then as a second step, get creative either in the question wording or the response choices and/or the way conclusions are built from the data.

To recap our top tips, you should:

- abandon standard scales for more original wording;
- throw in psychographic questions to liven up the analysis;
- consider questions that can be trended for future insights;
- create indices to own data that no one else has; and
- think long and hard about the use and shelf life of a celebrity question.

These are just a few of the ways to spice up research and create content-rich design and analysis. But the key is to ensure that any research created by PR professionals is fresh, meaningful, powerful, surprising and long-lasting. 🍏

Laura Light is practice leader: public relations at VeraQuest, an Armonk, N.Y., research firm. Peter Gold is CEO of VeraQuest. He can be reached at 914-219-5077 or at peter.gold@veraquestresearch.com.

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Names of Note

In Memoriam...

John "Jack" Jones, founder of the Market Research Bureau of Ireland, Dublin, Ireland, died in February at age 91.

■ Twitter, Palo Alto, Calif., has hired **Jeffrey Graham** as director, advertising research.

■ Dunkin' Brands Group Inc., the Canton, Mass., parent company of Dunkin' Donuts and Baskin-Robbins, has promoted **Rebecca Zogbi** to vice president, global consumer and business insights.

■ AOL Inc., New York, has promoted **Denise Brien** to senior director and **Vicki Draper** to director, both within the consumer analytics and research group.

■ **Beth Thompson** has joined Atlanta research company CMI as vice president, qualitative research.



Thompson

■ New York research company GfK has hired **Eric Villain** as managing director, U.S. brand and customer experience. Additionally, the company has promoted **Audrey Rosen** to managing director, market opportu-

nities and innovation; **Gary Schanzer** to managing director, shopper and retail strategy; and **Don Simons** to managing director, consumer goods and consumer health care.

Separately, **Tom Zwolan** has joined the company as vice president, GfK Automotive. Zwolan will be based out of the GfK's Southfield, Mich., office.

Finally, **Hetty Fore** and **Robert Hernandez** have joined the GfK Consumer Experiences North America team as senior vice president, market opportunity and innovation, and senior vice president, qualitative and ethnographic research, respectively.

■ ThinkNow Research, Burbank, Calif., has hired **David Milam** as director, client services.



Milam

■ The Access Partnership, a London research company, has hired **Pascal King** as global director and **Kevin Mayo** as executive vice president. Mayo will be based out of the company's Philadelphia office. **Thalia Nikoglou** and **Ahmed Edathodu** have also joined the company as consultants.



King

■ **Mary McDougall** has been appointed president and CEO of CfMC Solutions for Research, a San Francisco research software company.



Mayo

■ The Research Partnership, London, has appointed **Sue Rees** and **Duncan Munro** as director, **Iole Beattie** as associate director and **Jordan Thomas** as senior research executive.



Rees

■ New York research company Insight Strategy Group has promoted **Karen (Stasiak) Van Vleet** to associate director and **Annie Orenstein** to manager.



Munro

■ Nuremberg, Germany, research company The GfK Group has made four appointments to its regional management in Central and Eastern Europe, the Middle East, Turkey and Africa and Asia-Pacific. **Caroline Henne** has been named director, regional business development, digital market intelligence. **Sujata Mehta** has been named managing director, GfK consumer experiences, Malaysia. **Stephen Potts** has been named regional lead health care, Asia. **Sara van der Wildt** has been named head of GfK consumer experiences, Middle East.

■ **Federica Sacchi** has joined SIS International Research, New York, as director, business development, Europe, Middle East and Africa. Sacchi will be based in London.

■ Elkins Park, Pa., language services company CETRA Language Solutions has hired **Robin Smith** as project manager, interpretation, and **William Gao** as project manager, translation. Additionally, CETRA Ireland Ltd. has



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hired **Gabriela Luta** as project manager and **Hans Breuer** as manager, business development, Europe.

■ Fresno, Calif., research company *Decipher Inc.* has hired **Michelle Andre** as marketing director. Andre will be based in Bend, Ore.



Andre

■ **Peter Mimnaugh** has joined *M/A/R/C Research*, Irving, Texas, as executive vice president, new business development. Mimnaugh will be based out of the company's New York office.

■ *Barna Group*, a Ventura, Calif., research firm, has named **Clint Jenkin** vice president, research. Jenkin will be based in Colorado Springs, Colo.

■ *Market Decisions Corporation*, a Portland, Ore., research company, has promoted **Alice Blackwell, Jakob Lahmers** and **Dima Sokolov** to partner.



Blackwell



Lahmers



Sokolov

■ Paris research company *Ipsos* has named **Pierre Le Manh** CEO of Ipsos in North America. Le Manh replaces **Jim Smith**, who has been appointed special advisor to the co-presidents.

■ **Richard H. Groom** has been promoted to president of *Sparks Research*, Clemson, S.C.

■ *Hall & Partners Health*, a division of New York research company *Hall & Partners*, has promoted **Soumya Roy**

to managing partner, U.S.

■ **Steve Ennen** has been named president of *Centris Marketing Science*, a Horsham, Pa., research company. Additionally, *Centris* has hired **Steve Lanning** as senior vice president, analytics and modeling; **Jennifer Broussard-Mabee** as senior product manager; and **Jennifer Schmidt** as manager, survey operations.

■ *C+R Research*, Chicago, has promoted **Todd Eviston** to senior vice president, operations.

■ **Donna Wallace** has joined Cincinnati research company *Burke, Inc.* as vice president, senior account executive, client services.

■ Phoenix research company *Blueocean Market Intelligence* has hired **Mark Mallardi** as senior vice president, client development.

■ **Patrizia Elli** has joined *Research Now*, Plano, Texas, as director, client development, Italy. Elli will be based in Italy at the *Research Now* Milan location.

■ Vancouver, B.C., research company *Vision Critical* has named **Donna de Winter** CFO.

■ New York research company *Ipsos MediaCT* has hired **Paul Wallace** as vice president.

■ *The Marketing Research Association*, Washington, D.C., has named **Amy Shields** research director. Shields will be based near Dallas.

■ *Informa Research Services Inc.*, Calabasas, Calif., has hired **Brian**

Garlock as director, business development, media partnership.

■ *The Brand Activation Association*, New York, has hired **Mike Kaufman** as vice president, marketing.

■ Vienna, Va., research company *D3 Systems* has made the following appointments: **Alex Brezinski**, **Michael Caughey**, **Leslie Dishman**, **Elizabeth Hood**, **Nicholas Malouta** and **Nina Sabarre**, assistant research analyst; **Kelley Milligan**, controller; and **David Rae**, statistician.

■ *Effective Measure*, a Melbourne, Australia, research company, has appointed **Sammy Elazab** as country managing director, Singapore.

■ **Ari Paparo** has joined Austin, Texas, research company *Bazaarvoice* as senior vice president, media products.

■ *The Relevancy Group*, a Spring Lake, N.J., research company, has hired **Chis Marriott** as vice president, services, and principal consultant.

■ **Mark Turim** has been named managing director and COO of *InsightsNow*, a Corvallis, Ore., research company.

■ London research company *Added Value* has hired **Sandrine McClure** as director, Added Value France. McClure will be based in Paris.

■ *JRA Research*, Nottingham, U.K., has promoted **Isla Cullingworth** to research manager.

■ *Clockwork Solutions*, an Austin, Texas, research company, has named **Joseph Berti** CEO.

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Research Industry News

News notes

■ **The Centers for Medicare and Medicaid Services**, Baltimore, has released its regulations implementing the Physician Payments Sunshine Act, which will launch a centralized federal registry of payments to physicians from pharmaceutical and medical device manufacturers. In conclusion to a lobbying campaign that began in summer 2007, the **Marketing Research Association**, Washington, D.C., reported that incentives for physician respondents in marketing research studies will not have to be reported under the new regulations, as long as the manufacturer clients are unaware of the identities of the respondents.

■ Columbia, Md., research company **Arbitron Inc.** has filed a lawsuit against **WKYC-TV**, Cleveland, alleging that the TV station improperly claimed use of its ratings data in its media kit. Arbitron is claiming copyright infringement in the suit, saying that the station incorrectly stated that data involving Pandora audience listening estimates came from Arbitron.

Separately, the law office of **Brodsky & Smith LLC**, Bala Cynwyd, Pa., is investigating potential claims against Arbitron's board of directors relating to the proposed acquisition by New York researcher **The Nielsen**

Company. The investigation concerns possible breaches of fiduciary duty and other violations of state law by Arbitron's board for not acting in its shareholders' best interests in connection with the sale process to Nielsen.

Finally, the **Media Rating Council (MRC)**, New York, has accredited Arbitron's Portable People Meter radio ratings service in four additional markets: Chicago, San Francisco, San Diego and Charlotte-Gastonia-Rock Hill, N.C. The MRC has also voted to continue accreditation in 14 markets.

Acquisitions/transactions

■ San Mateo, Calif., research company **Aggregate Knowledge** has acquired Emeryville, Calif., research company **Quantivo**.

■ **KL Communications Inc.**, a Red Bank, N.J., research company, has acquired **Grupthink**, a company specializing in collaborative online discussions. Grupthink and KL Communications will partner to create CrowdWeaving, a platform where participants can collaborate with companies to create new products, designs, etc.

■ Cambridge, Mass., research company **Abt Associates** has acquired Australia consulting firm **JTA International**. The company will be known as **Abt JTA** and operate as a wholly-owned subsidiary of Abt Associates.

■ **Leger – The Research Intelligence Group**, Montreal, has acquired **Researchology**, Toronto.

■ **Google**, Mountain View, Calif., has acquired Celebration, Fla., e-commerce software and data analytics firm **Channel Intelligence** for \$125 million to support its Google Shopping business.

■ **IBM**, Armonk, N.Y., has agreed to acquire the software portfolio of **Star Analytics Inc.**, a Redwood City, Calif., business analytics company.

■ **Twitter**, Palo Alto, Calif., has acquired Boston analytics company **Crashlytics**. Twitter will incorporate Crashlytics' crash reporting solution into its mobile apps.

Alliances/strategic partnerships

■ **Haymarket Media**, London, and Melbourne, Australia, research company **Effective Measure** have partnered to incorporate measurement and audience insight from Haymarket Media Asia and Haymarket Media Australia into Effective Measure's digital assets across Asia-Pacific.

■ Research companies **Vision Critical**, Vancouver, B.C., and **Morpace Inc.**, Farmington Hills, Mich., have extended their partnership into mainland China.

■ Research companies **AbsolutData**, San Francisco, and **Alteryx Inc.**, Irvine, Calif., have partnered to develop customer analytics solutions.

■ Research companies **Pharmspective LLC**, St. Louis, and **Mark Farrah Associates**, Kennebunk, Maine, have collaborated to develop market intelligence products and services utilizing Mark Farrah Associates' insurance data products and Pharmspective's Pharma Business Applications suite. The alliance will focus on the development of market analytics products for pharma decision makers impacted by the Affordable Care Act.

■ **Purple Market Research**, London, has joined Los Angeles research company **Kelton Global Group**.



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■ New York research company **OnePoint Global** has partnered with **Customer Experience Agency**, a Johannesburg, South Africa, customer experience improvement agency, to expand OnePoint's mobile survey platform across Africa.

Awards/rankings

■ Encino, Calif., research company **uSamp** has been ranked 51st on the *Forbes* list of America's Most Promising Companies. The 100 privately-held companies on the list are selected based on growth (both in sales and hiring), quality of management team and investors, margins, market size and key partnerships.

■ Stamford, Conn., research company **Anderson Analytics'** text analytics platform **OdinText** was named as a key challenger to competitors IBM, SAS, Clarabridge and Attensity in the Go to Market Strength and Customer Experience Strength quadrants of the 2013 Text Analytics Victory Index Report. The Customer Experience Strength category is evaluated based on validity (strength of product) as well as value (strength in meeting client objectives). Go to Market Strength is based on viability (stability of company) and vision (strength of company strategy).

■ New York research company **GfK User Centric** has awarded the first annual GfK User Centric Fellowship to DePaul University master's degree student **Andrea Abney**. Distributed annually on a competitive basis, the GfK User Centric

Fellowship recognizes exceptional graduate students by assisting with education expenses (\$10,000).

■ Ogden, Utah, software reviewer **TopTenReviews** has named The Survey System by **Creative Research Systems**, Petaluma, Calif., the Best Survey Software 2013. The Survey System was selected for having the necessary tools to analyze data once it's collected.

■ Farmington, Conn., research company **The Pert Group's** Web site has been named Best in Class in the consulting category in the 2012 Interactive Media Awards (IMA), New York. The Pert Group's site received exceptional scores in all areas: design, content, feature functionality, usability, standards compliance and cross-browser compatibility.

New accounts/projects

■ **Commercial Radio Australia** has selected Nuremberg, Germany, research company **The GfK Group** to manage radio audience measurement in Australia. The three-year contract begins January 2014.

■ **USA Today**, McLean, Va., has selected the **Pew Research Center**, Washington, D.C., to replace Gallup as its polling partner.

■ Portland, Ore., research company **Rentrak Corporation**, has signed a deal with Cincinnati data analysis company **dunnhumbyUSA** to integrate TV-viewing data with shopper loyalty card data from 60 million

U.S. households.

Havas Edge, a Boston direct response agency, has adopted Rentrak's TV viewing data to support its Web-attribution modeling.

■ **The Telegraph**, London, has adopted Portland, Ore., research company **Webtrends'** Webtrends Streams digital intelligence solution.

■ New Zealand-based **Landcare Research** has chosen the mQuest mobile survey technology from German software firm **cluetec** as part of its partnership with the Institute of Applied Sciences at the University of the South Pacific to study the effects of climate change on poverty and community resilience in Fiji.

■ **Goodsearch**, a San Francisco search engine, online shopping mall and restaurant dining program that contributes 50 percent of its revenue to the nonprofit or school designated by its users, has selected San Francisco research company **Peanut Labs** to launch Goodsurveys. With Goodsurveys, when a survey is completed a dollar (on average) is donated to the user's chosen nonprofit or school.

■ **Hall & Partners**, New York, has selected Paris research software company **Askia's** platform for its global data collection and analysis.

New companies/new divisions/relocations/expansions

■ London research company **Vision One** has opened an office in Liverpool, U.K.

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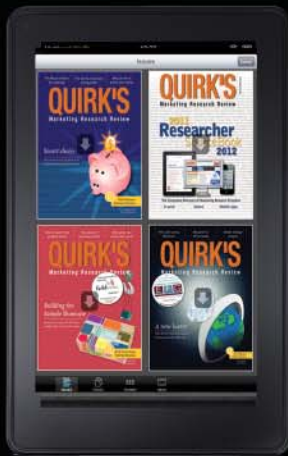
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■ Hollywood, Calif., research company **Fizziology** has launched its Canadian research arm.

■ Boston research company **Strategy Analytics** has established its Consumer Insights Practice.

■ New York research company **Millward Brown** has announced plans to open an office in Myanmar. The operation will be headed by Lyndal Pearce.

■ San Francisco research company **AbsolutData** has opened an office in London. Kulpreet Singh will lead the operation.

■ Newport Beach, Calif., creative agency **Jovenville** has launched a research arm, dubbed **Opinion Pros**. The division is online at www.opinionpros.com.

■ Fresno, Calif., research company **Decipher Inc.** has opened an office in Bend, Ore., at 780 NW York Ave., Suite 202.

■ Austin, Texas, research company **Bazaarvoice Inc.** has created Bazaarvoice Media Labs, a research and development group.

■ London research company **BDRC Group** has launched **BDRC China** in Beijing, led by Siew Wong. The division is online at www.bdrc-china.com.

■ **Radius Global Market Research**, New York, has opened offices in Detroit, Chicago and Princeton, N.J., to support the automotive, Rx-pharma and financial services industries, respectively. The firm has also appointed three executives to lead the businesses: Jeff Zboril, Detroit; Kathleen Relias, Chicago; and Glenn Staada, Princeton.

Research company earnings/ financial news

■ **ComScore**, Reston, Va., announced financial results for the fourth quarter and full year of 2012. In fourth-quarter 2012, comScore achieved quarterly revenue of \$68.4

million, an increase of 9 percent over fourth-quarter 2011. For full-year 2012, comScore reported revenue of \$255.2 million, an increase of 10 percent over 2011.

■ **Reentrak Corporation**, Portland, Ore., announced financial results for its third fiscal quarter ended December 31, 2012. Consolidated revenue increased 12 percent to \$24.9 million, compared with \$22.2 million for the same period in 2011.

■ **Harris Interactive**, Rochester, N.Y., reported a 5 percent decrease in fourth-quarter 2012 revenue to \$37.1 million.

■ **Kinesis Survey Technologies LLC**, Austin, Texas, reported 16 percent year-over-year revenue growth in 2012.

■ **B2B International**, Manchester, U.K., reported 28 percent revenue growth to \$8 million in 2012.

■ **The Nielsen Company**, New York, announced financial results for the fourth quarter and year ended December 31, 2012. Revenues for the fourth quarter increased 3 percent over fourth-quarter 2011 to \$1,464 million. Net income decreased to \$39 million, compared to \$95 million in fourth-quarter 2011.

Revenues for full-year 2012 increased 1 percent to \$5,612 million over 2011. Net income was \$273 million, compared to \$86 million in 2011.

Additionally, Nielsen has launched a public offering of 35,000,000 shares of common stock. The shares are being sold by certain existing shareholders. No shares are being sold by the company in this offering and it will not receive any proceeds. In addition, the selling shareholders will grant the underwriters of the offering an option to purchase an additional 5,250,000 shares.

■ **DataGravity**, Nashua, N.H., has raised \$30 million in a Series B investment round led by Menlo Park, Calif., venture capital firm Andreessen Horowitz.

CALENDAR OF EVENTS

●●● can't-miss activities

Marcus Evans will hold a conference, themed "Open Innovation," on **April 15-17** in **Philadelphia**. For more information visit www.marcusevansch.com/innovation2013_quirks_wb.

IIR will hold a conference focused on design and culture and brand identity and packaging on **April 15-17** at the Swissotel in **Chicago**. For more information visit www.iirusa.com/fuse.

The Merlien Institute will host a conference, themed "Qualitative 360 Europe," on **April 17-18** in **Berlin**. For more information visit www.qualitative360.com.

The Council of American Survey Research Organizations will hold a management conference on **April 24-25** in **New Orleans**. For more information visit www.casro.org.

The American Marketing Association's Cleveland chapter will hold its annual market research conference on **April 25** at the Doubletree Hotel Cleveland South. To register visit <http://cleveamamarketresearch.eventbrite.com>.

Walker Information will hold a conference, themed "B2B Customer Experience Summit," on **May 1-2** at the Hilton San Diego Bayfront Hotel in **San Diego**. For more information visit www.walkerinfo.com.

IIR will hold a conference focused on innovation and collaboration on **May 6-8** at the Seaport Boston Hotel and Adjacent World Trade Center in **Boston**. For more information visit www.iirusa.com/feiusa/home.xml.

Marcus Evans will hold its pharmaceutical marketing innovation summit on **May 8-10** at the Ritz-Carlton in **Palm Beach, Fla.** For more information visit www.me-uk.com/news/summit/concept-epi/index.asp?eventID=19201.

featured

The Yale School of Management's Center for Customer Insights will hold its annual customer insights conference on **May 10-11** at the Yale School of Management campus in **New Haven, Conn.** For more information visit www.cci.som.yale.edu/events/conferences/2013-yale-customer-insights-conference.

The Customer Experience Professionals Association will hold its members meeting on **May 14-15** at the Hotel Del Coronado in **San Diego**. For more information visit www.cxpa.org/?page=event_2013_MIE.

The Mystery Shopping Providers Association will hold its annual Europe conference, themed "Fast Forward," on **May 14-16** at the Radisson BLU Hotel in

Bucharest, Romania. For more information visit www.mspa-eu.org/en/upcoming_annual_conference.html.

Allegiance will hold an event, themed "VOCFusion: The World's Largest Voice of Customer Event," on **May 14-17** at The Cosmopolitan Hotel in **Las Vegas**. For more information and to register visit www.vocfusion.com.

IIR will hold a conference, themed "The Future of Consumer Intelligence," (formerly known as the IIR's Technology Driven Research Event) on **May 14-16** at the Wyndham Parc 55 in **San Francisco**. For more information visit www.iirusa.com/technology/homepage.xml. visit www.casro.org.

The Merlien Institute will host a conference, themed "InsightsValley Asia Corporate Researchers Summit," on **May 16-17** in **Bangkok, Thailand**. For more information visit www.insightsvalley.com.

The International Quality and Productivity Center will hold its annual customer experience summit on **May 20-23** in **New Orleans**. For more information visit www.customerexperiencesummit.com.

The International Quality and Productivity Center will hold a conference focused on big data for marketing on **May 21-22** in **San Francisco**. For more information visit www.bigdatamarketingforum.com.

ESOMAR will hold a conference focused on automotive research on **May 23-24** at the Autostadt in **Wolfsburg, Germany**. For more information visit www.esomar.org.

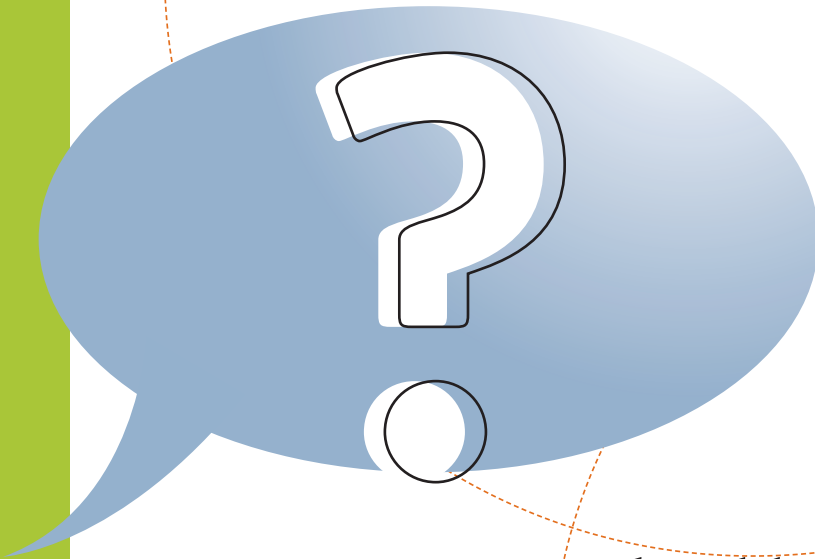
The Council of American Survey Research Organizations will hold its annual technology conference on **May 29-30** in **New York**. For more information visit www.casro.org.

The Marketing Research and Intelligence Association will hold its annual conference, themed "Bridging the Gap," on **June 2-4** in **Niagara Falls, Ontario**. For more information visit www.mria-arim.ca.

The American Marketing Association will hold its annual advanced research techniques (ART) forum on **June 9-12** at the Renaissance Blackstone Hotel in **Chicago**. For more information visit www.marketingpower.org.

The Marketing Research Association will hold its annual conference and expo, titled "MRA Insights and Strategies Conference," on **June 10-12** at the Walt Disney World Swan Resort in **Orlando, Fla.** For more information visit www.marketingresearch.org or see insert on page 42.

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.



Questions you should ask when selecting a telephone facility

The basics

Is the facility able to scale appropriately between small and large projects? What kind of contact services are provided? Do you have inbound and outbound calling capabilities? Do you provide additional contact capabilities (e.g., Web, mail, e-mail, etc.) for multimode research? Do you have international/multilingual reach?

The staff

What are the required qualifications for interviewers? How are interviewers trained and what ongoing training is provided? What is the supervisor-to-interviewer ratio? What percentage of interviewer completes is monitored?

Available technology

Does the telephone research facility have clear remote-monitoring capabilities to adequately monitor projects as they first go into the field? What ability will I have to do live monitoring of active interviews? Can you record interviews? If so, how would I receive the recordings? How do you handle states where two-party consent is required? Do you

have cost-saving technologies like interactive voice response and predictive dialing? Do you provide online real-time reporting capabilities

on survey data? Does the CATI software ensure that no data or sample is stored on the local interviewer computer in the call center? Does the CATI software provide separation of data for each project dialed? Does each project have its own database?

Standard operating procedures

How are interviewers incentivized? What times do you normally dial business and consumer studies? How do you oversee interviewer dialings/completes? How are cell phone numbers handled, if at all?

Quality control

What are your quality-control procedures? Is there a secure on-site server? If so, how often is it backed up? How do you keep track of monitorings and validations? What percentage of phone calls is actively monitored for quality? How is the quality of a phone call measured and reported? What metrics are used? Do interviewers read verbatim or are they allowed to paraphrase if a respondent does not understand the question?

Your deliverables

During and after the telephone interviews, what are the deliverables? What time are my reports ready each day and how do I receive them?

Special thanks to Thoroughbred Research Group, Louisville, Ky., and DataPrompt International, Chicago, for providing input on the questions.



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Telephone Facilities Directory

The 2013 Directory of Telephone Interviewing Facilities was compiled by sending listing forms to firms we identified as having permanent telephone interviewing facilities. The online version of this directory lists nearly 700 firms. The 80 firms included in this print version are those that purchased listing enhancements. In addition to the company's vital information, we've included a line of codes showing the number of interviewing stations, the number of stations that use CATI and the number of stations that can be monitored on-site and off-site.



A searchable version of
this directory is available
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Codes - (e.g. 25-10-25-10)

1. STATIONS - No. of interviewing stations at this location
2. CATI - No. of stations using computer-aided interviewing
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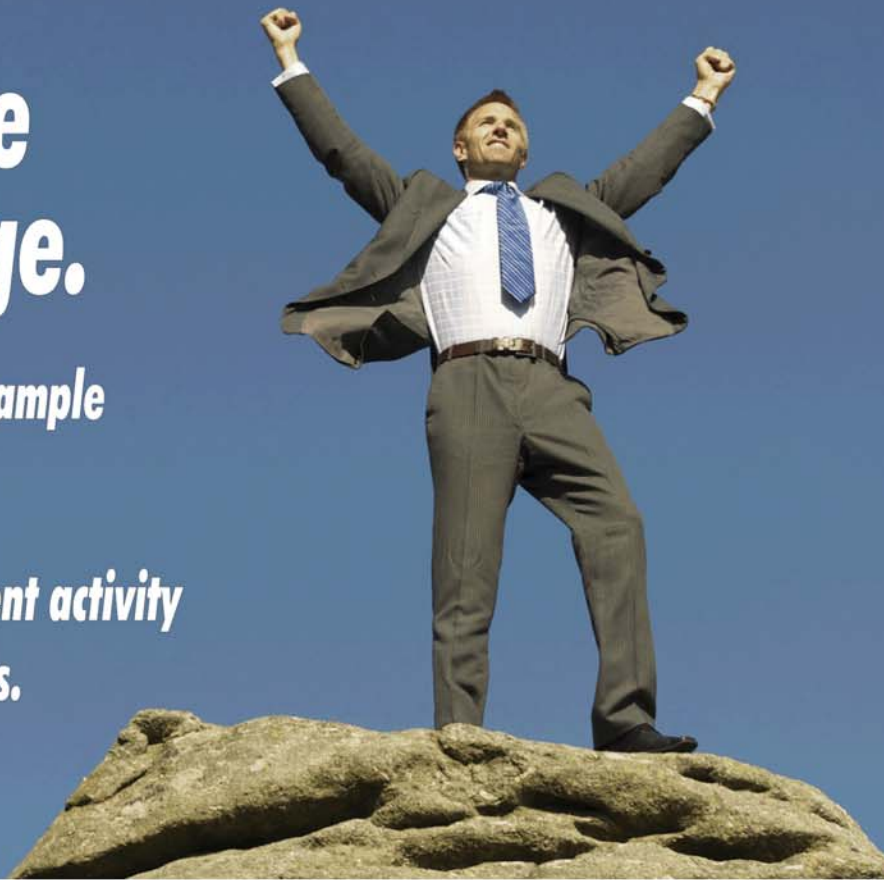
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(See advertisement inside front cover)

Michigan

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peterm@issans.com
www.issans.com
Peter McGuinness, President
66-66-66-66
(See advertisement p. 25)

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Global Marketing Research
Iron Mountain, MI
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peterm@issans.com
www.issans.com
Peter McGuinness, President
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(See advertisement p. 25)

Minnesota



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Ph. 651-486-8712 or 800-678-5577
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(See advertisement p. 61)



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rmcgarry@isgmn.com
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Bob McGarry, President
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Information Specialists Group Inc. (ISG) is an independent, full-service market research firm founded in 1996. Over the past 17 years, ISG has become an industry leader, delivering timely and cost-effective data collection and research analysis solutions. As a full-service market research firm, ISG has its own call center with state-of-the-

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Missouri



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(See advertisement p. 3)

Nebraska



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Omaha, NE
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mary_arkfeld@wrearesearch.com
www.wrearesearch.com
Tom Wiese, President
150-150-150-150

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gary_lorenzen@wrearesearch.com
www.wrearesearch.com
Gary Lorenzen, Exec. Vice President
67-67-67-67

Wiese Research Associates, Inc. (Br.)
Norfolk, NE
Ph. 402-391-7734
mary_arkfeld@wrearesearch.com
www.wrearesearch.com
Tom Wiese, President
63-63-63-63

Nevada



I/H/R Research Group
Las Vegas, NV
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Precision Opinion is one of the largest field-service firms in the U.S., complete with a government compliance division and GSA certification. Precision partners on a domestic and international basis with social science research firms, political organizations,

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www.strcenter.com
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40-40-40-40

New Jersey



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(See advertisement p. 89)



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AJ Shaw
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2. CATI - No. of stations using computer-aided interviewing
3. ON-SITE - No. of stations which can be monitored on-site
4. OFF-PREMISES- No. of stations which can be monitored off-premises

New York



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 sadelman@surveyservice.com
 www.surveyservice.com
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Adelman Research Group provides data acquisition, analytics and insights for telephone, Web and direct-mail methodologies and is regarded as a reliable source for obtaining data provided by experienced, quality-driven research professionals. ARG specializes in customer satisfaction, health care and wellness, market assessment and consumer goods research. Our telephone center features digital recording and dedicated inbound 800-number capabilities. Experienced programmers and IT staff provide impeccable data, real-time reporting, data files and banners. Extensive experience and outstanding staff provide the elements required for an exceptional research partner.



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 Global Headquarters
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 research@sisinternational.com
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 Ruth Stanat, President
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Oregon



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Market Decisions Corporation is a broad-based custom marketing research and data management firm. We are dedicated to providing our clients with the information and insights they need to make better business decisions. We routinely employ both traditional and contemporary methodologies. These include telephone surveys conducted with both business-to-business and consumers/general population audiences and international phone surveys either using MDC's own native-speaking interviewers or MDC's Web-based international CATI program, Globe CATI.

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 Meg Ryan, Vice President
 40-40-40-40

Texas



Creative Consumer Research

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Edward T. Rincón, Ph.D., President
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18-0-18-0
(See advertisement inside front cover)

Utah



Discovery Research Group

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Peter McGuinness, President
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(See advertisement p. 25)

Washington



Pacific Market Research

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www.pacificmarketresearch.com
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West Virginia



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 Gregg Stickeler, SVP, Client Services
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Ontario



Cido Research
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 www.cidoresearch.com
 Anton Nicolaidis, VP, Sales/Client Services
 50-50-50-50

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 Toronto, ON Canada
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 www.consumervision.ca
 Kristi Turnbull, Vice-President
 62-0-62-0

Located in the heart of downtown Toronto, Consumer Vision has been providing qualitative and quantitative field management services for more than a decade to clients across Canada and the U.S. We operate seven state-of-the-art focus group facilities and our own in-house recruiting and quantitative telephone survey center. We have Canada's largest recruiting database for capturing those tough-to-reach consumers and professionals in sectors spanning packaged goods and financial services to more difficult-to-reach small business people, physicians and health care professionals.



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 info@elementaldci.com
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 Colin Kiviaho, Partner
 70-70-70-70

Elemental Data Collection provides a full range of field services including: CATI interviewing, online surveys, elite B2B, remote monitoring, multilingual capabilities, mail/data entry, coding and tabulation services. We are an independently-owned and -operated company. As your research partner, we ensure high-quality data and fast, responsive service at affordable prices. Working with you to ensure your success - it's in our nature!



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 Toronto, ON Canada
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 cschmakies@telepoll.net
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 Christine Schmakies, Director of Operations
 40-40-40-40

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 Stephan Schmid, Managing Director
 60-60-14-14
 (See advertisement inside front cover)

India



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Our service offerings include research operations management (ROM) (end-to-end management of research projects from survey programming to fieldwork, analysis and reporting); global online and CATI data collection (conducting 1.5 million interviews across 65 countries worldwide in a year); market research process outsourcing (survey programming, open-end coding, data preparation and tabulation and reporting) and data analysis.

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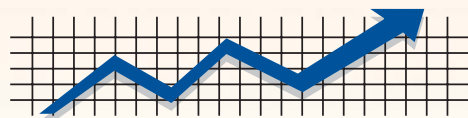
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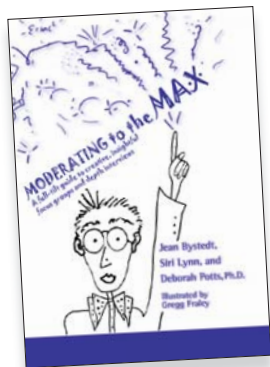
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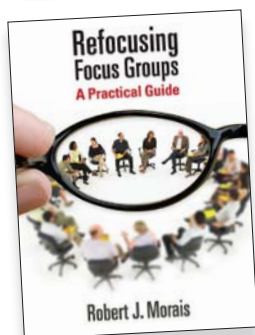
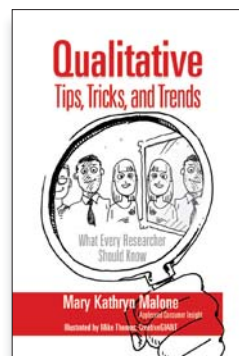


MARKETING RESEARCH



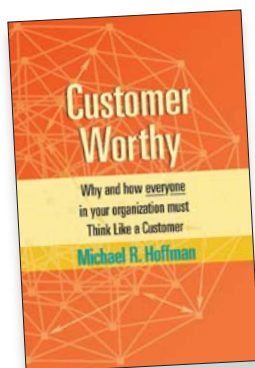
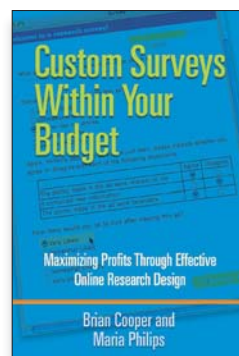
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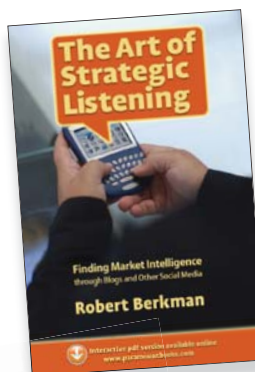
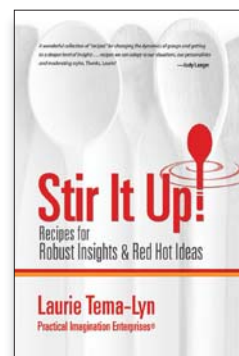
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Facts, figures and insights from this month's issue

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Going to the movie theater seems to carry a particularly positive cultural significance for Hispanics.

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Suddenly all those one-off questions that never were important enough to spend money on could be answered in a few days.

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Using co-moderators also reaffirms to all participants that the MROC is all about listening.

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Your consumer research becomes a key part if not the star of your sales pitch to current and potential clients.

Looking ahead: ISC

Quirk's is pleased to be partnering with the Marketing Research Association (MRA) on its Insights and Strategies Conference (ISC) event (formerly the MRA annual conference), developed especially for research providers. The ISC will be held at the Walt Disney World Swan Resort in Orlando, Fla., on June 10-12.

At the ISC, researchers will have the opportunity to learn, as the best and brightest share the latest MR insights and strategies, and network with both trusted and future partners – and have fun doing it!

Check out the 43+ sessions on page 42 and register to attend. We'll see you there!



Quirk's: As seen on TV

In July 2012, Quirk's was mentioned on NBC's *Today* show and traffic to our site skyrocketed. And it's happening again! As of press time, Quirk's is scheduled to be cited as a resource on an upcoming *Today* show segment.

Last year, *Today* didn't get what we do quite right but we were flattered when the contributing editor from the *Wall Street Journal's* Market Watch told us the reason that she mentioned Quirk's is because everyone told her we were the best source in the research industry. How can we argue with that?!

This time around, we worked with the editor to help her better explain how consumers can legitimately participate in research and what they should realistically expect. In addition, we listed the research participant registration pages from the companies listed in our directories.

Although our primary focus is to meet the needs of corporate researchers and bring suppliers and providers together, we definitely won't turn down the opportunity to promote marketing research to a mass audience and we are honored that *Today* turned to Quirk's!

For more information or to watch the segment visit quirks.com/tv.

Coming in the May Quirk's

••• storytelling

A spirited discussion between a client-side researcher and a vendor on the use of storytelling to present research results.

••• data visualization

BP and Gfk show how segmentation and data visualization helped bring the numbers alive for internal audiences.

••• prediction markets

Communispace's Julie Wittes Schlack explores and explains the power of prediction markets.



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