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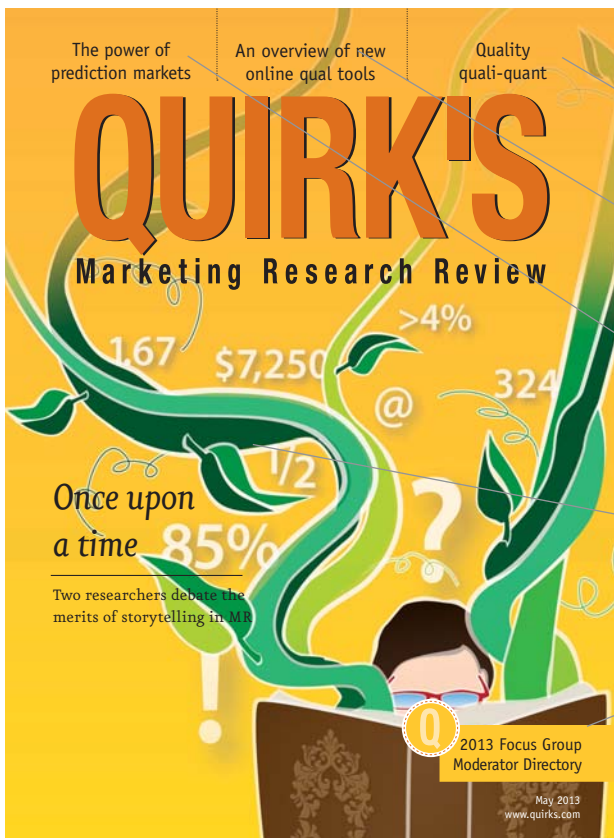
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This month's magazine features our annual Focus Group Moderator Directory (see p. 83) but don't forget that we also always have searchable online directories for many other research services, including:

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- telephone interviewing facilities; and
- research panels.



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In Case You Missed It

news and notes on marketing and research

●●● telephone research

Scared of scammers – telemarketing confusion casts a pall on research

Telemarketing. It's a dirty word in the research industry, as consumers struggle to differentiate between "telemarketing" and "telephone research." Telephone interviewers have long been lumped in with the telemarketers – and telemarketing scammers – and general confusion surrounding consumer rights regarding telemarketing may be part of the problem.

According to the Consumer Federation of America, Washington, D.C., 89 percent of adults are concerned that telemarketing calls from companies they haven't done business with before might be scams and more than three-quarters think that it's hard for most consumers to tell if a call is legitimate or not.

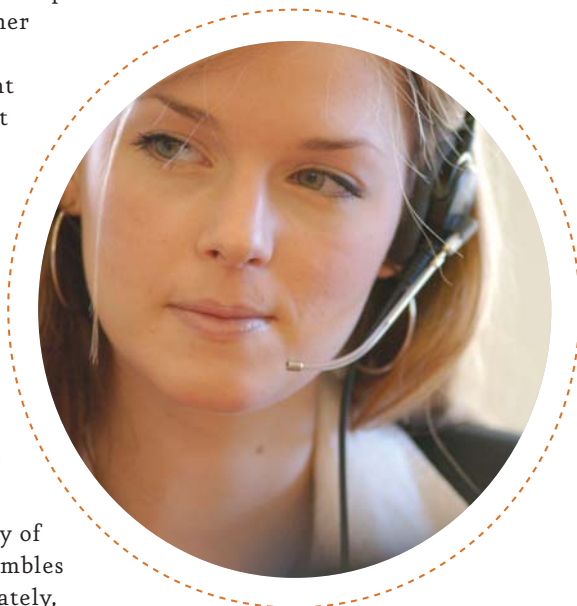
With all the skepticism and uncertainty surrounding the legitimacy of telemarketing calls, it's no wonder consumers are wary of any call that remotely resembles solicitation. And unfortunately, most adults don't know their basic telemarketing rights.

The first question in the survey was whether the respondents had put their phone number on the national Do-Not-Call Registry (DNC). More than half said they had put their number on the DNC; 46 percent had not; and 2 percent were unsure.

The second question asked, "If you put your phone number on the DNC, which of the following is true:

- No telemarketers are allowed to call you.
- Telemarketers are allowed to call you if you have recently done business with them. (correct)
- Any telemarketer is allowed to call you, but only in the late afternoon between 4 and 6 p.m."

Only 34 percent answered this correctly and of those who had put their number on the DNC, only a slightly higher number, 39 percent, got it right. More than half of the respondents thought that no telemarketers were allowed to call them if their numbers were on the DNC.



●●● retailing

Can Best Buy shut down showrooming?

Since the explosion of online retailing and the subsequent success of sites like Amazon.com that are beating out big-box retailers on many metrics – from price to customer service – consumer opinion of Best Buy has suffered. The electronics retailer has floundered – seeming woefully confused and behind the times.

But all that's changing. Or at least Best Buy hopes. On March 3rd, Best Buy launched its Low Price Guarantee. Best Buy will price-match the current price for new, identical, immediately-available products from all local retail competitors and 19 major online competitors in all product categories and on nearly all in-stock products, when asked by a customer. Best Buy will also match prices between its stores and BestBuy.com and match prices post-purchase if it lowers its own price within 15 days. The post-purchase match isn't as sweet as Target or Macy's "find a better price within X days and we'll match it," but it's something.

Best Buy hopes that competitive prices, along with its in-store staff and inventory, will breathe new life into its business and turn Best Buy shoppers into Best Buy buyers. Best Buy even showed its marketing savvy in a February 15th press release, acknowledging the hit it's taken from showrooming and stating that the Low Price Guarantee will "[signal] the end of showrooming."



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More proof that MR needs to adapt

A couple of things jumped out at me as I read summaries of findings from recent studies on customer experience (CX) professionals conducted by the Temkin Group, a Waban, Mass., customer experience research and consulting firm.

The first is, these people really seem to love their jobs. Among the 283 respondents surveyed for one of the studies, 98 percent of CX pros said they think they are in a great industry. Further, 49 percent think their efforts had a positive impact in 2012 and 75 percent expect to have a positive impact in 2013.

Customer experience also seems like a growth area, as 46 percent of CX pros expect their firm to expand their full-time CX staff this year, up from 40 percent last year. And just over half (54 percent) expect their companies to spend more on CX in 2013 than they did in 2012.

Which brings me to the other noteworthy data bit. When asked to indicate the vendors whose services they expect to increase spending on in 2013, the CX workers put text analytics and voice-of-the-customer software vendors at the top of the list. At the bottom? Market research firms.

Falling behind

For some insights on the reasons for MR's poor showing, I checked in with Bruce Temkin, managing partner of the Temkin Group. In his view, many market research firms are in danger of falling behind if they don't keep up with a radical change happening in the world of customer insights – one that has seen a host of other sources supplant marketing research as a key vehicle by which to monitor customer behaviors, opinions and needs.

"In the 'old world,' companies would periodically do research on customers that would lead to analysis by market research people, who would analyze the data and create some PowerPoint slides. The results might have initiated some action by the company but all too often the good intentions for making change dissipated quickly after the presentation of results," Temkin says.

"In the 'new world,' customer insights are delivered to people who run the operations on a regular basis. Instead of a single set of PowerPoint slides, store managers, call-center supervisors and retail category managers receive an ongoing set of insights that are tailored to their specific roles."

Thus it would seem that the need for the data-generating services of traditional research firms is decreasing as companies have access to more and more real-time (or nearly real-time) data on their customers from sources other than the usual ad hoc research study, such as e-mails to the



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Joe Rydholm can be reached at je@quirks.com

company, conversations with call-center agents and social media dialogues.

"As companies get a better handle on this unstructured data and combine it with other things that they know about customers from feedback systems, CRM and ERP applications, then the amount of useful operational insights will grow dramatically. Companies will increasingly depend on these ongoing operational insights to run their businesses," Temkin says.

Which is where the text analytics firms have stepped in. "The text analytics vendors have dramatically improved the ability of companies to analyze large volumes of this free-form data. This is an area that will continue to increase in importance as companies look for new insights in different areas of unstructured data."

All of this is yet another indication that research firms – and in-house corporate research departments – need to move beyond "merely" serving as facilitators of data-gathering. There is no shortage of data. In fact, there's too much of it. Rather than helping clients get more data, researchers need to help them analyze and maximize the information they already have.



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// Survey Monitor



the U.K., France, Germany and China. Including the U.S., these nine markets represent more than half of the world's total economic output. And once again, Google took top honors, followed by Microsoft, Apple, Facebook, Visa, Coca-Cola, Samsung, YouTube, MasterCard and Procter & Gamble.

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... brand research

It's Google's world

List of most influential brands includes many from tech but few surprises

Apple is innovative. Walmart has presence. Facebook is engaging. But if you want to know what the most influential brand in the U.S. is, turn to Google. No, not to ask the question! It's Google itself that is the most influential brand in the U.S. – and the world – according to data from New York research company Ipsos MarketQuest.

The seemingly all-encompassing Internet entity topped the list in a study that asked Americans to rate 100 leading brands on a variety of attributes. The 10 most influential brands

in the U.S. for 2013 are (in order): Google, Amazon, Apple, Microsoft, Facebook, Visa, Walmart, Yahoo!, Procter & Gamble and eBay.

Clearly, technology, media and Web-based brands dominate the list, demonstrating the increasing influence these sectors have in the daily lives of Americans. The list further highlights the growing convergence of these sectors, as companies such as Microsoft, Google and Apple continue to blur the lines between media and technology, while eBay and Amazon have taken retail to the Web.

While these are the top indicators and top brands in the U.S., Ipsos also studied and measured global brand influence in eight other markets: Canada, Mexico, Argentina, Brazil,

... consumer research

Buy and move on

Consumers not engaging with brands online post-purchase

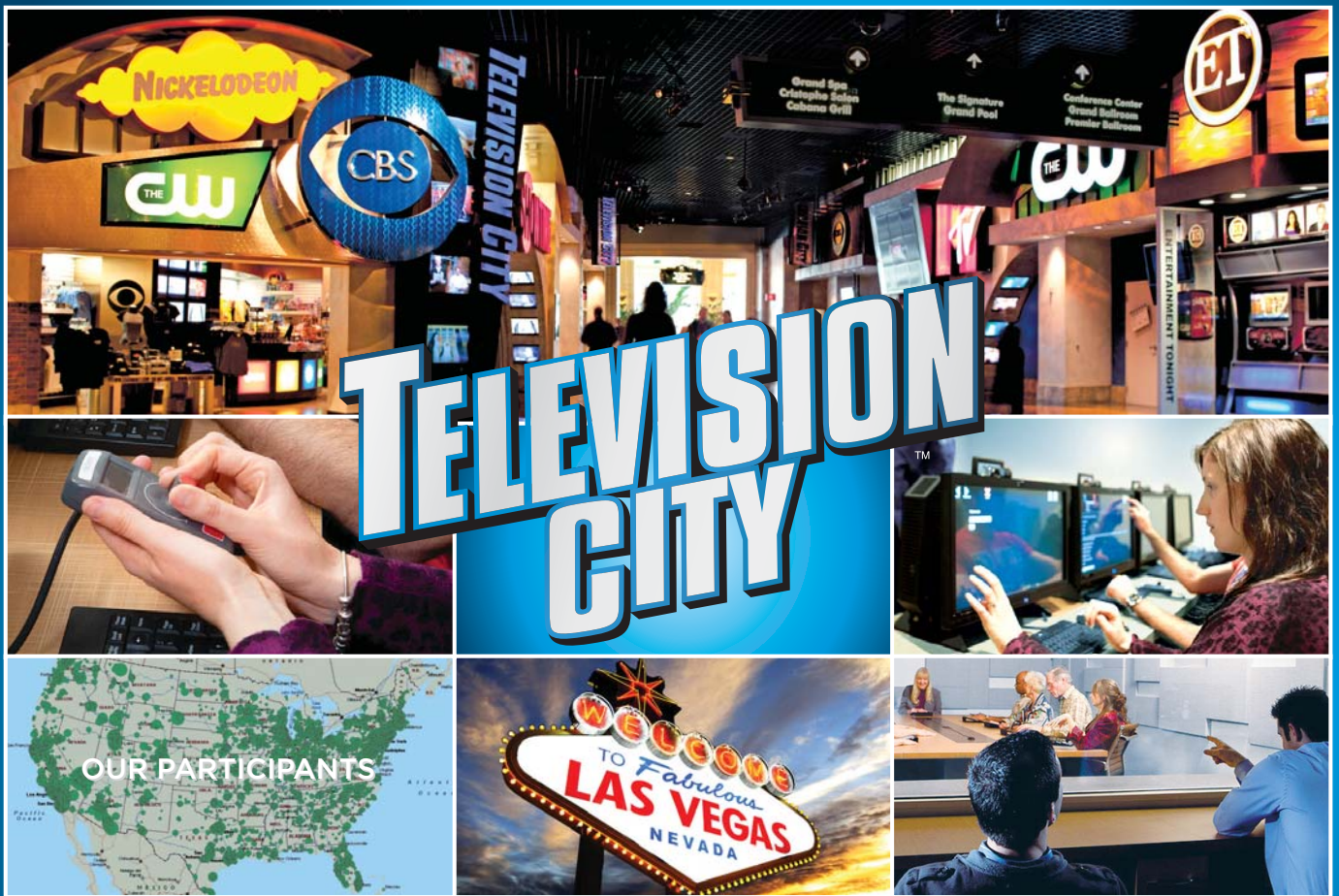
Marketers continue to grapple with how to optimize the role of online and social media in their media mix. It's no secret that consumers use both online and social media as they consider purchases within a number of product categories but a study from Radius Global Market Research, New York, indicates that online engagement with brands drops off after a purchase has been made.

In general, consumers are less likely to engage online about brands after making a purchase. Purchasers across all categories are most likely to utilize online sources before making a purchase vs. sharing information about their experience with the product after purchase. However, two



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categories are an exception to this rule. Purchasers of personal care and makeup products are more likely to gather or share information after purchasing than they are while making a purchase. And smartphone purchasers are almost as likely to utilize an online source after a purchase as they are during a purchase.

Consumers tend to turn to online resources most often for big-ticket and emotional purchases, such as travel (76 percent used during last purchase); electronics (73 percent); automobiles (67 percent); baby-care equipment (66 percent); and household appliances (64 percent). Social networking is most often used around baby-care equipment (39 percent); electronics (35 percent); automobiles (28 percent); toys and games (23 percent); and household appliances (23 percent). Online sources and social media are less often used around several CPG and personal care categories, including makeup/personal care, home care products, OTC pharmaceuticals, beverages and packaged foods.

Social media may be used less often than traditional channels for informing purchase decisions but its influence is still meaningful. While consumers remain much more likely to obtain or share information via more traditional online channels (which are typically used 50 percent of the time or more, depending on product or service category) than they are via social media when considering a new purchase, social media still has an influence over anywhere from 9 percent to 39 percent of purchases.

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●●● airline research
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Southwest and Alaska
 take top honors in airline
 customer experience

Southwest Airlines and Alaska Airlines earned the top spots in the airline sector of the 2013 Temkin Experience Ratings from Waban, Mass., research company Temkin Group, which evaluates three areas of customer experience: functional (can customers do what they want to do), accessible (how easy it is to work with the company) and emotional (how consumers feel about their interactions). At the other end of the spectrum, US Airways was the lowest-rated company across all 246 companies in all industries surveyed. American Airlines, which recently merged with US Airways, had the second-lowest rating in the industry.

The 2013 Temkin Experience Ratings included nine airlines: AirTran Airways, Alaska Airlines, American Airlines, Continental Airlines, Delta Airlines, JetBlue Airlines, Southwest Airlines, United Airlines and US Airways.

The average industry rating remained steady at 60 percent, compared to 61 percent in 2012 and 60 percent in 2011. The highest-ranked airlines

were Alaska Airlines and Southwest Airlines, both with a rating of 68 percent, which is eight points above the industry average. Alaska Airlines increased five points from 2012 while Southwest Airlines dropped five points. The next airlines in the ratings were AirTran Airways (65 percent), JetBlue (64 percent) and Delta Airlines (63 percent). Delta Airlines improved five points from the 2012 ratings, tying for the largest gain in the industry.

JetBlue had an unusually emotional profile, as its emotional rating was almost eight points above the industry average but its functional and accessible ratings were less than three points above average. Southwest Airlines led in functional and accessible components and Alaska Airlines led in the emotional rating.

US Airways earned a rating of 45 percent – nine points behind the next-lowest-scoring American Airlines. US Airways had the largest drop since 2012 (7 percent) and earned the lowest score for all three subcomponents.

www.temkinratings.com



●●● consumer psychology
Perception ≠ reality

What buying American
 means to consumers today

At a time when many of the companies thought of as being American as apple pie actually outsource a growing portion of their production abroad, “buying American” has never been a

more confusing proposition. Is a product manufactured overseas by a U.S. company more American than an Asian product manufactured in the U.S.? What about the parts being used to produce these competing products? Which companies benefit most from presenting themselves as American-made? Rochester, N.Y., research company Harris Interactive set out to address what factors contribute to the perception of a product as American.

When asked directly – and without any prompting as to brand names, place of manufacture or other factors – to name the company they perceive as most American, U.S. adults went first to the auto industry, with two of Detroit’s big three topping the list. Ford (15 percent) was the top mention, followed by General Motors/GM (5 percent) and GM-owned Chevrolet (4 percent). Other well-known companies to make the list included McDonald’s (4 percent), Coca-Cola (4 percent) and Walmart (3 percent).

“What many consumers don’t know is that companies very traditionally seen as American, from GE to John

Deere to Levi Strauss, outsource varying portions of their operations overseas so it takes a lot of attention and research to determine if you’re buying American and what that specifically means to you,” says Mike de Vere, president of the Harris Poll. “Even the big three automakers – Ford, General Motors and Chrysler – two of whom were thought of as the most American brands in our findings, increasingly have cars in which parts are produced abroad, while Japanese automakers Toyota and Honda have upped U.S. production.”

Being manufactured in the U.S. is clearly the top factor in being considered an American product, with 75 percent of Americans agreeing that a product needs to be manufactured within the U.S. to be considered American. This puts domestic manufacture ahead of the importance of being from a U.S. company, being made from American parts or being American-designed.

Roughly half agree that a product needs to be made by a U.S. company to be considered American and that a product needs to be made from parts produced in the U.S. to be considered

American. Only one-fourth agree that a product needs to be designed by an American to be considered American.

The majority feel that it is either very important or important to buy American for the product types tested, with the strongest feelings expressed for major appliances (75 percent), furniture (74 percent), clothing (72 percent), small appliances (71 percent) and automobiles (70 percent).

Perceived importance of buying American products increases with age across all categories, as 18-to-35-year-olds place the least importance on the practice while those ages 48+ place the most. Additionally, women are more likely than men to indicate that it is either very important or important to buy American in most categories.

Drilling down into the “very important” ratings uncovered more diverse results. The clear frontrunner for this measure is keeping jobs in America, with two-thirds of U.S. adults rating it very important. Fifty-six percent also assign top importance levels to supporting American companies, while half do so for safety concerns with products



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assembled/produced outside of the U.S. On the other end of the spectrum, “decreasing environmental impact since products don’t need to travel as far” received the lowest “very important” rating (32 percent).

www.harrisinteractive.com



●●● teens Online inquisition

Teens go online more to satisfy curiosity than shop or play games

With the myriad activities at teens’ fingertips when they go online, some might be surprised to learn that the top reason why teens go online is to seek information, according to a study of 12-to-17-year-olds from the U.S., Poland, Germany and the U.K., conducted by Research Now, Plano, Texas, and K&A Brand Research, Nuremberg, Germany.

Ninety-two percent of respondents go online to look up things they don’t know and the second most-popular activity is finding out about events and what’s happening (83 percent). Nearly three-quarters of teens use the Internet

to research public transport and window shop (researching and browsing for items). Teenagers in Poland use the Internet to search for and purchase products more frequently than their international counterparts. Overall, only 35 percent of teens say they actually purchase items online. After window shopping, the most popular activity is playing games (73 percent).

Teenagers in all four markets enjoy unlimited and unsupervised access to the Internet. Respondents reported that they can go online as long and as often as they wish; they do not need to ask for parental permission; and only in Germany are teenagers required to share Internet access with siblings. Over 60 percent go online every day and 46 percent go online several times a day. Age does not make a big difference when comparing the amount of time teens spend on the Net.

There is no sudden explosion in Internet use at the age of 16. Instead, it’s more of a gradual increase in the amount of time spent online as children age. Of those who go online several times a day, 11 percent are 12 years old and 21 percent are 17 years old. Teenagers in the U.K. and Poland use the Internet 20 percent more often than teens in Germany and the U.S.

Roughly one-third from each country go on the Internet most often via a PC or laptop. The additional two-thirds reported accessing the Internet through a tablet, smartphone, video game console, television or other device. Over one-quarter of British teens go online via smartphone, while fewer American (11 percent), German (9 percent) and Polish (2 percent) teens use smartphones to get online.

www.researchnow.com



●●● employment research Of profiles and job postings

How are social networks used for job-searching?

LinkedIn is the most popular site for posting jobs, with 77 percent of openings shared there, according to a report from Boston recruiting services company Bullhorn Inc. Twitter came in second with 54 percent, followed by Facebook – a distant third with just 25 percent.

Twenty-one percent of jobs are posted to all three social networks but the same percent are not posted to social media sites at all. Over half of U.S. jobs are posted to two or more social networks at a time and only 24 percent are posted to just one network.

The Northeast region is the most active in social recruiting and the Midwest is the least active. In addition, the Northeast uses LinkedIn and Twitter most heavily, while Facebook usage is heaviest in the West, including Alaska and Hawaii.

While there is a wide variation of social recruiting activity across industries, the top 10 industries embracing the movement are restaurant, advertising/PR, non-profit, fashion, health care, food service/catering, technology, education, accounting and communications.

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Product and Service Update

●●● television research New construction in TV City

CBS's Las Vegas Strip facility updates research space

Las Vegas research facility Television City has updated 4,000 square feet of its research space, adding a new focus group room, client area, group-testing room and living-room environment.

The new focus group room includes videoconferencing, three high-definition pan/tilt/zoom cameras and iPads for respondent use. The new group-testing room includes 15 Internet-connected individual computers for survey-taking and media-viewing, as well as Morae software to record all computer activity. The new living-room environment includes two high-definition pan/tilt/zoom cameras for recording testing sessions, eye-tracking technology from Tobii Technology and Eye Tech Digital Systems to record viewing behavior on any device (including TVs) and a dedicated viewing room for clients.
www.tvcityresearch.com

●●● retailing More from their stores

Online reporting gems help retailers analyze performance

Ipsos Retail Performance, a Milton Keynes, U.K., research company, has released a range of online reporting tools and modules designed to enable retailers to view and analyze the performance of their stores on a multitude of levels and through a broad set of comparative measures. The tools and modules provide retailers with insights into footfall and customer behavior.

Ipsos Retail Performance will offer five levels of reporting: Pearl, Emerald, Ruby, Sapphire and Diamond. These span local footfall reporting, where a retailer only requires data at a single store (Pearl) up to a level where a retailer can make more detailed comparisons of a single store or the performance between stores at different times (Sapphire).

Features include footfall traffic, conversion rates, average transaction value and transaction quantity measures at daily, monthly, quarterly and annual periods. Reporting is also available in several languages and in a variety of formats, including store comparisons, store performance, store improvements and periodic trends.

The Diamond reporting modules aim to allow retailers to maximize the application of their data across the business and employees. Several modules are available, including: Staff Review, enabling staff deployment based on historical traffic trends; Power Hour, providing identification of key hourly peaks and troughs in data sets; Interact Reporting, offering intelligence on the interactivity of shoppers with

in-store fixtures and zones; and Diary and Benchmarking, where customer traffic data can be annotated to provide insight into unusual or unexpected footfall activity.
www.ipsos-retailperformance.com

●●● mobile research All about ads in apps

Nielsen updates Brand Effect suite to include mobile ad measurement

New York researcher The Nielsen Company has launched Nielsen Mobile Brand Effect, a solution designed to measure the resonance of brand advertising within mobile apps. Nielsen Mobile Brand Effect is the latest addition to the Nielsen Brand Effect product suite, which measures ad resonance across TV and computer browsers.

Nielsen Mobile Brand Effect is intended to capture consumer sentiment through an in-app survey and deliver performance against the primary marketing objective of the campaign using classic brand-lift metrics such as awareness, attitude, favorability and purchase intent. The solution works across mobile operating systems, including Apple iOS and Android.

The solution is built around a model that allows everyone with a stake in the campaign to measure and optimize performance in-flight. The results, in total and by app, segment, lifetime performance, creative and frequency, are displayed in a Web-based dashboard in real-time.
www.nielsen.com



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●●● mobile research **MyMobile? Make it yours!**

Confirmit offers tailored apps for feedback and research programs

O slo, Norway, research software company Confirmit has launched Confirmit MyMobile, a customizable mobile feedback and research app designed to allow businesses and marketing research agencies to create multichannel feedback and research programs with consistent branding.

Whether companies have a mobile employee base and need a dedicated mobile program or they need to add mobile options as part of a larger program, Confirmit MyMobile aims to enable businesses to channel those insights back to the right stakeholders via any type of mobile device.

As with all Confirmit mobile products, Confirmit MyMobile is intended to enable dissemination of feedback to the right stakeholders in a timely fashion; integrate with photo, video, audio and GPS capture capabilities; deploy on all major mobile devices, including iPhone, iPad, Android tablets and mobiles, BlackBerry and Nokia; and run offline so feedback can be captured anywhere, at any time.

www.confirmit.com

●●● social media research **Showing (P)interest in analytics**

Pinterest adds metrics feature to Web site

Pinterest, San Francisco, has launched an analytics component to its site, designed to allow

brands and businesses to measure the content coming from a verified account's Web site.

With the new metrics feature, brands can get a daily view of the number of pins coming from their site. Brands can track the content that is most appealing on their Web site, as well as on Pinterest itself; find out how many people are pinning from their Web site, seeing their pins and clicking their content; and pick a time frame to see how the numbers trend over time. Additionally, brands can learn what pinners like and find out which pins get the most repins, who pins them and what else people pin alongside them.

The feature is currently available for accounts that have created a verified presence and switched over to the new layout.

www.pinterest.com

●●● reporting software **Improving the portal**

Decipher updates Beacon's reporting capabilities

Fresno, Calif., research company Decipher Inc. has released a new version of its online reporting portal. The updated interface aims to allow clients to export data into instant presentation-ready results and provide access to real-time, customizable findings. The portal is part of Beacon, Decipher's software platform.

The updated portal includes a simplified user interface for data exploration and report customization; customizable tables and charts that can pull from multiple data sources and variables; numerous chart types and flexible layouts; public or restricted dashboard access; and the ability to incorporate corporate branding. The dashboard reporting module also

includes data weighting, multiple layout configurations, custom styling options and table interactions, like sorting and zooming.

www.decipherinc.com

●●● online research **Popup communities**

Companies partner to bring online qual platform to Latin America

Miami research company eCGlobal Solutions has partnered with Ottawa, Canada, software company Ramius Corporation to use Ramius's Recollective online marketing research platform for qualitative studies in Latin America. ECGlobal will use the platform to create online qualitative studies and popup communities.

Recollective is a cloud-based platform for marketing research agencies and brands designed to combine social features, including online communities, an activity-based workflow and full support for all mobile devices, to identify new consumer insights. Recollective provides tools for gathering insights from activities, discussion forums and private messaging in a branded online community at any time, on any device.

www.recollective.com

●●● hybrid research **Follow with qual**

QuickConnect adds qual insight to quant projects

St. Louis research company Delve has debuted QuickConnect, an online tool intended to integrate quantitative surveys with in-depth online qualitative feedback. QuickConnect allows

clients to speak directly with select participants after completing a quantitative survey to obtain immediate clarification and insight.

QuickConnect is equipped to work with all quantitative survey platforms and can link to all online qualitative methods, including bulletin boards, Webcam sessions or online focus groups. QuickConnect also provides flexibility in terms of follow-up approach, allowing for IDIs, small- or large-group discussions.

www.delve.com

●●● customer experience

Reengage with Retargeting

CRM solution aims to put brands back in touch with detached shoppers

SteelHouse, a Los Angeles marketing technology company, has partnered with San Francisco customer relationship management (CRM) company LiveRamp to include LiveRamp's CRM Retargeting in its marketing suite. CRM Retargeting is designed to allow brands to use CRM and offline data to reach customers online – no matter where they are in the purchase funnel. CRM Retargeting is commonly used to re-engage shoppers who have not made a recent purchase, visited a Web site or opened an e-mail from a company in a given period of time.

CRM Retargeting works by matching the e-mail or physical mailing addresses of users with a large network of anonymous online browsers. SteelHouse encodes the information in a business's CRM, uploads it to a secure sever and then seeks matches with existing anonymous online browsers that have been gathered through partnerships with Web publishers. Once a match

has been found, SteelHouse customers can serve customized display campaigns to users across the Web. The partnership between LiveRamp and SteelHouse is intended to enable brands to serve online display ads to any user who previously shared their e-mail or mailing address.

www.steelhouse.com

●●● customer experience

Streamlining social data

CEM offering welcomes unstructured feedback; improves text analytics

Empathica Inc., Mississauga, Ontario, has extended its customer experience management solutions to include third-party feedback and enhanced text analytics. The new universal feedback application programming interface is intended to allow businesses to import any unstructured text feedback - such as online reviews, social network comments, call center transcriptions, direct feedback, e-mail and open-ended survey comments – and view it alongside structured survey feedback.

The ability to analyze both structured and unstructured feedback through one platform is designed to help brand managers uncover strategic insights and identify trends, while location managers can use a focused localized view to train their staff to meet the needs of local clientele.

Empathica has also extended its text analytics capabilities with integration into its Empathica Local software program. Features include natural language processing, real-time comment analysis and a comments tab that serves a central viewing point for customer feedback. The tools also provide sentiment analyses, including support

for multiple languages, topic correlation and linkage of the content back to the operational.

www.empathica.com

●●● social media research

Understanding fandom

New {analytics} tool tackles Facebook fan page stats

Paris research company ShoorK has debuted ShoorK {analytics}, a statistical analysis tool designed to allow community managers, social agencies and brands who manage Facebook fan pages to analyze their statistics and improve engagement.

ShoorK {analytics} aims to provide clearer analysis of Facebook pages with a wide range of indicators, including nearly 50 graphics and tables that provide information on fan recruitment and engagement. The tool also offers a complete dashboard for negative feedback and Facebook posts can be analyzed in detail and ranked by a variety of indicators, including reach, impressions, engagement, etc. Additionally, ShoorK {analytics} offers access to information history. After registration, statistics for the previous six months are loaded and stored for an unlimited period of time.

The free version of ShoorK {analytics} offers fan page management and access to the history of the previous 30 days. The Premium, Pro and Agency versions are available via subscription. All versions allow access to page statistics and an unlimited number of fans.

<http://analytics.shoorK.com>

●●● ad research

Ad measurement goes Native

Companies partner to improve digital campaign measurement research

Solve Media, New York, has collaborated with Reston, Va., research company comScore Inc. to launch Native Insights, a method intended to measure online advertising in a native manner. Native Insights research is collected in the flow of a user's experience and aims to allow advertisers to turn unbiased results into insights to optimize digital campaigns.

Native Insights uses a methodology that aligns with comScore's standards and benchmarking requirements. By presenting research questions in the flow of a user's experience, Solve Media aims to eliminate the "natural born clicker" effect, which can sometimes produce user bias in online advertising research. www.solvemedia.com

●●● ad research

Revamped video measurement

ComScore adopts VideoHub to bolster video ad analysis

VideoHub, the analytics division of New York research company Tremor Video Inc., and Reston, Va., research company comScore Inc. have partnered to integrate VideoHub's technology that measures the viewability of video ads into vCE video, comScore's video campaign measurement solution, and vCE Multi-Platform, comScore's multi-platform

measurement solution of display, video and TV ad campaigns.

The partnership is intended to allow comScore to scale its measurement of video viewability, streamline the existing workflow for campaigns and introduce more detailed campaign reporting metrics.

www.videohub.com

●●● online research

Listen to the ChatterMob

Version 2.0 improves features for clients and respondents

Boston research company ChatterMob has released version 2.0 of its flagship research tool designed to allow businesses to ask their target demographic a series of questions and receive real-time insights. Updated features allow businesses choose the age, gender, location and education level of the users ChatterMob targets and share their ChatterMob campaign or individual questions via Facebook, Twitter, e-mail and blogs. ChatterMob can also predict what day businesses will receive the answers to all of their questions.

On the user end, users can redeem their points for prizes, enter raffles or bid on specific prizes in the auction house; pin their favorites and see how many points away they are from redeeming them; share ChatterMob with friends via Facebook, Twitter and e-mail; and level up by answering more questions.

ChatterMob works in three steps: 1) create questions/responses; 2) choose a demographic; and 3) select the number of desired responses.

www.chattermob.com

●●● data analysis

Big insights from big data

Dell debuts version 2.0 of Kitenga

Dell Software, Santa Clara, Calif., has released the latest version of Kitenga Analytics, its big data analytics and search solution. Kitenga Analytics 2.0 features new search, indexing and sentiment analysis functionality to help organizations understand and analyze information that combines both unstructured and structured data.

Version 2.0 includes additional support for the predictive modeling markup language, which aims to provide predictive insight into the meaning and trends associated with unstructured and structured data to improve operational agility and performance management. Kitenga 2.0 can process various types of big data – including information residing in traditional relational databases and Hadoop clusters, such as documents, texts, CRM systems, log files, Twitter feeds, Facebook posts, etc. – and provide appropriate context and analysis. www.dell.com

●●● tracking research

Track – then Re-Track

GMI service to review tracking surveys

Global Market Insite Inc., a Bellevue, Wash., research company, has launched Re-Track, a consultative service intended to provide a full-scale review of clients' tracking surveys.

Currently available in Europe, the Middle East and Africa, the Re-Track service helps clients look closely at how their trackers are performing and

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www.gmi-mr.com

●●● social media research

Birds of a Facebook feather

Facebook helps advertisers target users similar to current customers

Facebook, San Francisco, has rolled out lookalike audiences, a targeting feature designed to help advertisers reach new or potential customers who share similar characteristics with their current ones. Lookalike audiences builds off of a targeting feature Facebook launched in fall 2012 called custom audiences. Custom audiences aims to let marketers take their current customer lists and show ads to those people on Facebook. Now with lookalike audiences, Facebook can use attributes like interests or demographics and show ads to people who share common attributes as their existing customers.

Lookalike audiences is available in Power Editor.

www.facebook.com

●●● the business of research

Build leads and keep it real

Two services established to improve marketing and sales in MR

Harpeth Marketing, a Franklin, Tenn., marketing consulting firm serving the market research industry, has launched two services designed to

help market research firms enhance their marketing and sales efforts. First, the Lead Builder Program is an outsourced marketing service built around lead-generation and lead-nurturing activities. Second, the Seller's Reality aims to help market research firms stay on top of what's going on outside their offices by gathering insights from current clients, past clients and competitors.

www.harpethmarketing.com

●●● Briefly

■ Clifton, N.J., research company SurveyUSA has made its polling and research services available to America's top newspapers and their Web and mobile platforms on a subscription or a la carte basis. SurveyUSA will assign full-time resources to help newspapers transition from print to digital multiplatform.

www.surveyusa.com

■ San Diego research company WhatRunsWhere has expanded its online advertising intelligence services into Latin America with the addition of data from Brazil and Mexico.

www.whatrunswere.com

■ Zipinion, an Austin, Texas, research technology company, has released a crowdsourced polling application. The application aims to allow companies of all sizes to create an online poll/survey and gather real-time feedback (100 opinions) from a pool of over 500,000 respondents in minutes.

www.zipinion.com

■ Surrey, U.K., research company MARSC Limited has released version 2.01 of its sampling and panel management platform MARSC.net. The updates are designed to allow users to view panelists' details; update profile data and new reward point information as desired; search for duplicate panel members using the fuzzy match filtering system; and e-mail panelists on a group or individual basis.

www.marsc.com

■ Paris research company Ipsos has extended its household panel in Turkey from 8,600 to 13,000 members and renamed it MegaPanel.

www.ipsos.com

■ Borderless Access, a Bangalore, India, research company, has launched an online panel of 15,000 consumers in South Korea.

www.borderlessaccess.com

■ Kinesis Survey Technologies LLC, Austin, Texas, has published a white paper, titled Online Survey Platform Conversion: Processes, Issues and Projected Costs. The white paper identifies commonly-encountered survey project migration issues and offers recommendations about how to convert market research data from one software platform to another. It is available for free download at www.kinesissurvey.com/whitepapers.

■ ThinkNow Research, Burbank, Calif., has released the findings from Hispanic Mobile Banking Trends: Mobile Banking Usage on Tablets & Smartphones, a study that aimed to identify mobile banking trends and usage traits among Hispanics in the U.S.

www.thinknowresearch.com/hispanic-mobile-banking-trends

■ New York media company Penton's WealthManagement.com has partnered with FUSE Research Network, Needham, Mass., to launch the 2013 Advisor Trend Monitor Research Series. The studies are an annual series of five research white papers designed to explore advisor views on asset management.

www.wealthmanagement.com/advisortrends

■ EthniFacts, an Irving, Texas, research company, and Austin, Texas, advertising agency LatinWorks have released the findings of a national survey of U.S. Latinos. The resulting report is titled The PLUS+ Identity – Shifting Paradigms and the Future of Latino Culture in the U.S.

www.ethnifacts.com

■ Blueocean Market Intelligence, a Phoenix research company, has released the results of a fourth-quarter study analyzing awareness, perceptions and usage opportunities in the consumer cloud-computing space.

www.blueoceanmi.com

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Toward a more optimized kind of revenue optimization

| By Jeff Monroe

snapshot

The author reviews traditional applications of revenue optimization and offers an improved method that uses a multivariate approach.

Much has been written about price elasticity, revenue optimization and the impact on profitability. There is little doubt that pricing has the greatest impact on company profits. An often-cited study by McKinsey (“Average economics of 2,500 companies”) demonstrated the impact that various decisions would have on the bottom line: a 1 percent reduction in fixed costs improves profitability by 2.3 percent; a 1 percent increase in volume will result in a 3.3 percent increase in profit; a 1 percent reduction in variable costs will prompt a 7.8 percent rise in profit; but a 1 percent hike in pricing can boost profitability by 11 percent.

The objectives here are to review how revenue optimization is traditionally applied, for single and multiple products and/or services, and describe an improved multivariate approach to revenue optimization.

The multivariate model allows for identification of volatile causative forces of demand in addition to price. This not only improves modeling of short-term volatility but, more importantly, provides an inflection point indicator for short- and longer-term analysis.

To begin, an example of optimal price calculation for a single product is provided. Next, a two-product optimum with constrained supply is reviewed. Finally, a description of multivariate modeling applied to price elasticity is provided; and an approach not too distant from market-mix modeling, albeit more direct for the resource restricted analyst, is proposed.

In an effort to make this method as translatable as possible, assumptions are made to avoid a partial differential equation solution. The benefit of a streamlined process in this

technical subject more than offsets the small inaccuracies experienced when applying calculus and linear algebra as opposed to differential equations. A straightforward process lets the analyst apply the model with minimal effort and provides for efficient critique by management. The solutions presented here will move the decision maker in the right direction and will be basic enough for an analyst with basic math skills to apply.

Assumptions are:

- (1) the demand curve is downward-sloping; that is, the higher the price relative to other products or services, the less customers purchase;
- (2) the demand curve is continuous;
- (3) the result is non-negative, $p \geq 0$, simply meaning you can't have a negative price; and
- (4) the demand curve is differentiable and smooth with a well-defined slope, allowing use of calculus and linear algebra instead of differential equations.

Basic price optimization - unconstrained, single product

Example 1: Suppose a hypothetical company, Acme, a manufacturer of products used in housing construction, is looking to set the price of its commodity product for the current period. The company's unit production cost c is a constant \$700 per unit and the demand for the current period is governed by the linear price-response function (Figure 1):

$$d(p) = (516,289 - 372p)$$

This means that the demand for the product will be $516,289 - 372p$ for prices between \$0 and \$1,388 and that the demand will be 0 for



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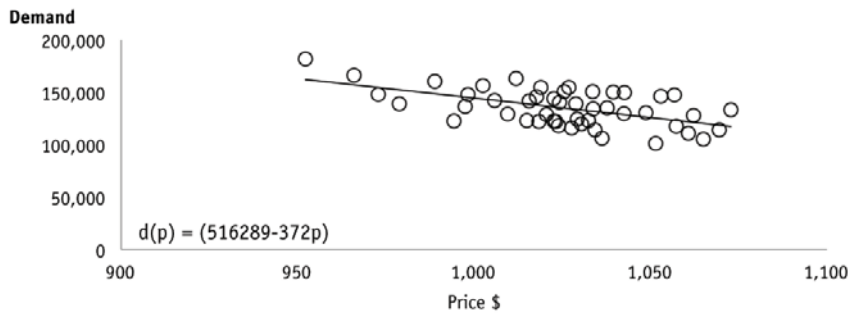
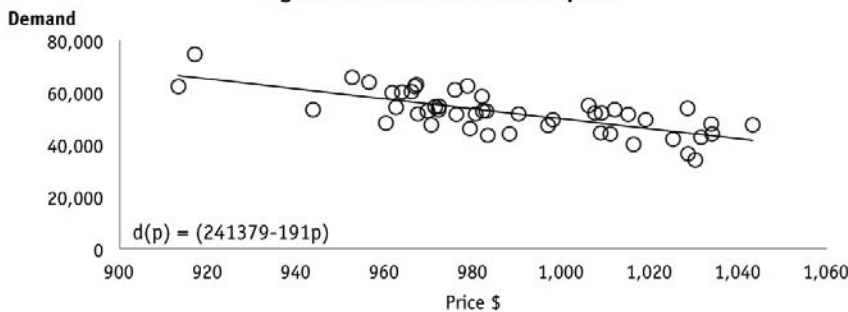
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Figure 1: Product B Price-Response**Figure 2: Product C Price-Response**

prices over \$1,388. Solving for the optimal price p^* :

$$516,289 - 372p^* = 372(p^* - 700)$$

$$p^* = \$1,044$$

At the optimal price of \$1,044, total commodity product sales will be 128,000 units, total revenue will be \$133,662,540 and total contribution will be \$44,062,237.

A question that often arises is how to best determine the price-response function. Ideally, market research will provide direction, testing for volume indicators from customers at different price points. Unfortunately, this is not always possible and research is expensive and may take months to complete. In the absence of research, a price-response function may be derived using historical data, plotting historical price against volume. An in-depth discussion of the statistics involved is beyond the scope here. In economic terms, the price-response function is referred to as the demand curve. Some economic literature applies an inverted demand curve, which is simply a linear equation with volume on the y-axis and price on the x-axis. An obvious problem with the model above is that it fails to

consider other products in the market and the reality that supply is limited. The following example tackles both issues.

Revenue optimization for two products under constrained supply

Example 2: Suppose Acme Company is now looking to optimize prices for two of its products simultaneously and is supply-constrained to 128,000 units per period. The first item will be referenced as Product B and the second item Product C. Product B is of better quality than Product C and customers appear willing to pay more for it. Acme wants to find just how much more customers are willing to pay. Cost, c , for Product C is \$650/unit, and the cost of Product B is \$700/unit. Acme needs to find the optimal price for both products under constrained supply.

It is determined the price-response curves are (Figure 2):

$$\begin{aligned} \text{Product C: } d_c(p_c) &= (241,379 - 191p_c) \\ \text{Product B: } d_b(p_b) &= (516,289 - 372p_b) \end{aligned}$$

The aggregate demand curve is therefore:

$$d(p) = (241,379 - 191p) + (516,289 - 372p) = 757,668 - 563p$$

This means that the demand for Products B and C will be $757,668 - 563p$ for prices between \$0 and \$1,345 and that demand will be 0 for prices over \$1,345. The optimal price (p^*) is \$1,122.

Thus, the optimal price for both products is \$1,122. At this price, the company will sell exactly its capacity of 128,000 units, grossing \$143,593,709.

Now, comparing differential pricing based on the assumption that the company can charge more for Product B than for Product C, Acme needs to find the optimal price for each product, which requires solving the constrained optimization problem:

$$\text{maximize } p_c(241,379 - 191p_c) + p_b(516,289 - 372p_b)$$

$$\text{subject to } p_c(241,379 - 191p_c) + p_b(516,289 - 372p_b) \leq 128,000$$

The marginal revenue for Product C is $2p_c - 1,260$ and for Product B the marginal revenue is $2p_b - 1,388$. Equating the two marginal revenues, $2p_c - 1,260 = 2p_b - 1,388$, gives $p_b = p_c + 64$. In other words, the price for Product B will be \$64/unit higher than the price for Product C.

The other condition that must be satisfied is that the total demand for both products must be equal to capacity; that is $(241,379 - 191p_c) + (516,289 - 372p_b) = 128,000$. Solving both conditions simultaneously gives $p_c = \$1,076$ and $p_b = \$1,140$. At these prices, Acme will sell 35,429 units of Product C and 92,571 units of Product B, thus selling at full capacity of 128,000 units. Revenue generated will be \$143,593,709, and total contribution will be \$55,764,858.

It is important to note, and it is often the case, that optimizing multiple products, rather than each product singularly, results in higher revenue and contribution. In this example, Acme receives \$9,931,169 additional revenue compared to the first example and \$11,702,620 additional contribution. The economics behind this is sound. Because Acme is optimizing two products simultaneously, it is better able to price its products along the entire aggregate demand curve, rather than just a portion of it.

Multivariate revenue optimization

In the previous examples, the assump-

Figure 3

	Univariate Optimal		Two-Product Optimal			Multivariate Optimal		
	Product C	Product B	Product C	Product B	Total	Product C	Product B	Total
Intercept:	241,379	516,289	241,379	516,289	757,668	180,785	559,989	740,774
x1:	-191	-372	-191	-372	-563	-151	-401	-552
x2:						31	20	51
Demand Curve: $p = (241379-191x_1) / (516289-372x_2)$								
cost:	\$650	\$700	\$650	\$700	\$686	\$650	\$700	\$691
demand = 0, when prices are >	\$1,261	\$1,388			\$1,345	\$1,197	\$1,395	\$1,341
Optimal price:	\$955	\$1,044	\$1,076	\$1,140	\$1,122	\$1,037	\$1,136	\$1,118
At optimal, units:	58,460	128,000	35,429	92,571	128,000	24,110	103,891	128,000
At optimal, revenue:	\$55,847,324	\$133,662,540	\$38,107,179	\$105,486,530	\$143,593,709	\$25,003,857	\$118,052,838	\$143,056,695
At optimal, contribution:	\$17,848,455	\$44,062,237	\$15,078,308	\$40,686,550	\$55,764,858	\$9,332,419	\$45,329,469	\$54,661,887
Item price difference:					-\$64			-\$99
Maximum Capacity:					128,000			128,000

tion was that volume was entirely price-related. That is to say, that volume was due solely to price and nothing more than price. While this may be accurate in the long run, pricing decisions are rarely made over the long run. Instead, price decisions are usually made monthly, weekly or even daily, depending on the industry and market. While there is little doubt that price is, for most products, the most important factor driving a consumer to a decision, it is rarely the only factor. Thus, to accurately form a price-response function, the traditional price elasticity model is inadequate.

A second argument against expanding the price-response function to a multivariate model is that over time, all other variables are ultimately reflected in either price or demand. The issue arises however, when a market is at an inflection point in the historical price-demand relationship or short-term volatility goes unaccounted for in the long-term price-demand approach; a situation made all too familiar by the recent recession.

Example 3: Acme Company has determined that housing starts is a very good indicator of the demand for its products. So Acme adds housing start variables to the price response functions:

$$\text{Product C: } d_c(p_c) = (180,785 - 151p_c + 31h_c)$$


$$\text{Product B: } d_b(p_b) = (559,989 - 401p_b + 20h_b)$$

Note that the above shows, as expected, an inverse relationship between price and demand and a positive relationship between housing starts and demand. This is expected. If this were not the case, caution should be made in using the additional variable applied. It should go

without saying that the normal statistical procedures should be conducted to ensure the variable being added is truly a good measure of demand.

Equating the above and constraining to 128,000 units of capacity results in an optimal price for Product C of \$1,037 and for Product B of \$1,136. As shown in Figure 3, 24,110 units would be sold of Product C and 103,891 units of Product B. Revenue is \$143,056,695 and contribution is \$54,661,887.

When comparing the previous example with the multivariate approach, it is interesting to note that while revenue and contribution remained mostly the same, the product mix shifted much more toward Product B. In fact, the pricing for Product B held more its price, only declining \$4/unit compared to the previous example. The Product C declined \$39/unit. The suggestion here

is that without a model that more completely describes the market, Acme may be overpricing its Product C, in addition to expecting much greater volume than reality may dictate. Ultimately, an improved model will lead the analyst to advise the business in a more knowledgeable way, resulting in improved demand and financial forecasts, as well as better use of company resources. 

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snapshot

BP turned to data visualization to help increase the internal uptake and awareness of the results of a global C-store segmentation.

If deployed well, a segmentation study can have far-reaching effects, informing the actions of employees at every level of an organization – from the CEO to the call-center operator. But without clear, thoughtful plans for activation, segmentation studies often languish on the shelves and hard-drives of the very people who should be bringing them to life.

To achieve a better result, organizations must make a conscious effort to rise above research-speak and provide tools to pry open the PowerPoint prison that traps too many segmentation studies. Presentations are all well and good but they should to be just one element of a much broader approach to bringing a segmentation study's insights to the people and processes that need them most.

Storytelling can be a key to this process of unlocking the potential of a segmentation study. Through stories, data points take on real-world meaning, can speak to a variety of audiences and indicate clear paths to action. Segmentations lend themselves nicely to this approach, because each segment tells the story of a particular type of consumer and how he or she fits into the broader narrative of a product's role in the marketplace.

When BP set out to create a new global segmentation of its fuel and convenience store (C-store) consumers, the idea of using far-reaching methods to socialize and activate the results was baked into the project from the beginning. The consumer insights team was determined that the study's conclusions would be incorporated into the company's decision-making processes, particularly in marketing.

In the end, the goal was not simply to "conduct research"; it was to move the business forward and to empower marketers to make smarter decisions – small or large, short-term or long, across many countries.

Bridge the gap

When it joined the BP project, research company GfK introduced the idea of storytelling as a means to bridge the gap from data to decisions – es-





ing (max-diff) exercise, the quant respondents ranked more than 100 statements related to fuel and convenience stores according to their level of agreement with each statement.

The output was a set of 12 segments (roughly three to five existing within each country), distinguished by their attitudes toward cars, fuel and C-store shopping; the groups included Car Aficionados, Convenience Shoppers and Category Apathists. For each segment, the team laid out the elements of a rich story – such as how attitudes and behaviors have changed since 2006, the long-range economic value of each segment to BP and recommended action strategies for pursuing each segment.

The activation of insights

At this point, many would have viewed the project as complete – segments were identified and named, the deck finalized and presented. But the data itself became the raw material for the second, equally important phase of the project: the activation of insights.

To provide the study a life of its own, the BP/GfK team set to work giving it a powerful visual identity, branding the segmentation study and its elements. Among other things, this was intended to: create buzz for the study; make all related communications quickly recognizable; build anticipation for and interest in the results; simplify complex market research concepts; and develop a broader audience – outside of marketing – for the findings.

Through branding and promotion, the finished study would have its own story – a clear identity that expresses its reason for being, an arc of suspense, a (hopefully) growing readership, a number of touchpoints and editions for different readers and a longevity beyond the first “telling.”

The first step toward elevating the findings was to give them a name – something more than “The Segmentation Study,” which sounds pre-made for the scrap heap. The goal was a sense of freshness and transformation, of renewed focus and excitement.

It happens that this segmentation was updating one conducted six years earlier and called Crystal – a name that had gained traction within BP. To capitalize on this association, the team decided to call the new edition simply Crystal NextGen and set to work developing all-new iconic images for the complete study and for each segment.

After consulting with GfK’s data visualization team and considering many different itera-

pecially visual storytelling, which can be absorbed more readily across cultures and functions and delivers simple-but-powerful cues that recur across the materials to guide company actions. Data visualization offers a wealth of options for bringing together audiences and information, from iconography to infographics to custom-designed dashboards tailored to specific user groups. All of these options were used in this project.

As in any effective segmentation, the process began with identifying the internal stakeholders who will need to bring the study to life. Here we are discerning the stories of the activators – not just who these employees are but also their specific data needs and their comfort levels with different types of visual and textual information.

Through interviews with 14 key stakeholders, as well as input from the consumer insights team, we identified the essential owner groups and their preferences (Table 1).

The consumer research itself consisted of both quantitative and qualitative elements – 16 mini-focus groups in seven countries and over 17,000 individual interviews in 15 countries. Through a maximum-difference scal-

Table 1: Map of Key Segmentation Stakeholders at BP

Stakeholder group	Needs
Consumer insights team	Comprehensive study results and supporting data
Marketing leadership	High-level segment-mapping information and the consumer landscape in their respective markets
Local marketing staff	Information that brings segments to life
Creative and media agencies	Data to inform more effective messaging and media-buying options
Functional experts	Data to inform category/functional initiatives

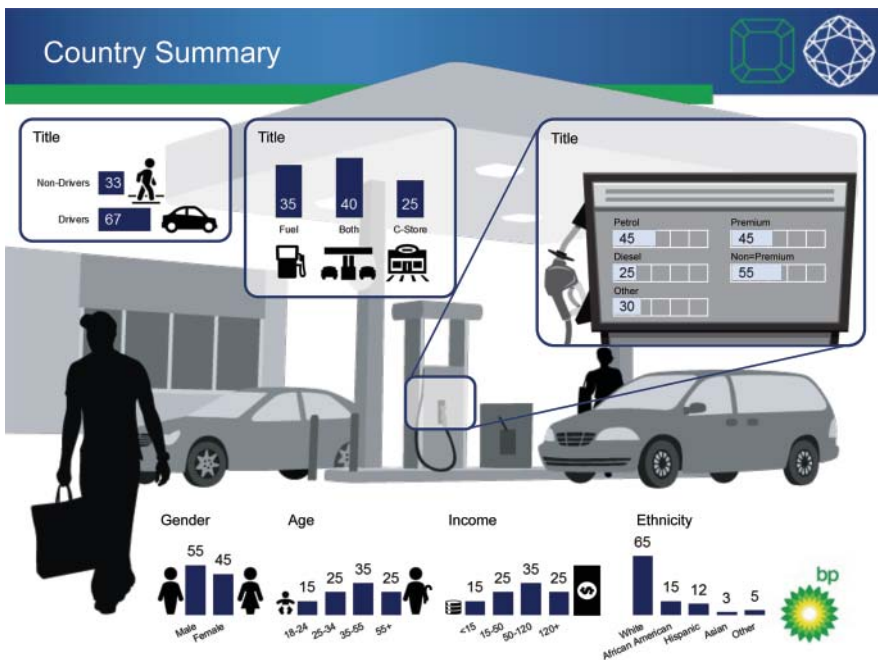


Figure 1: BP sought to establish a kind of brand image for the Crystal NextGen reports...

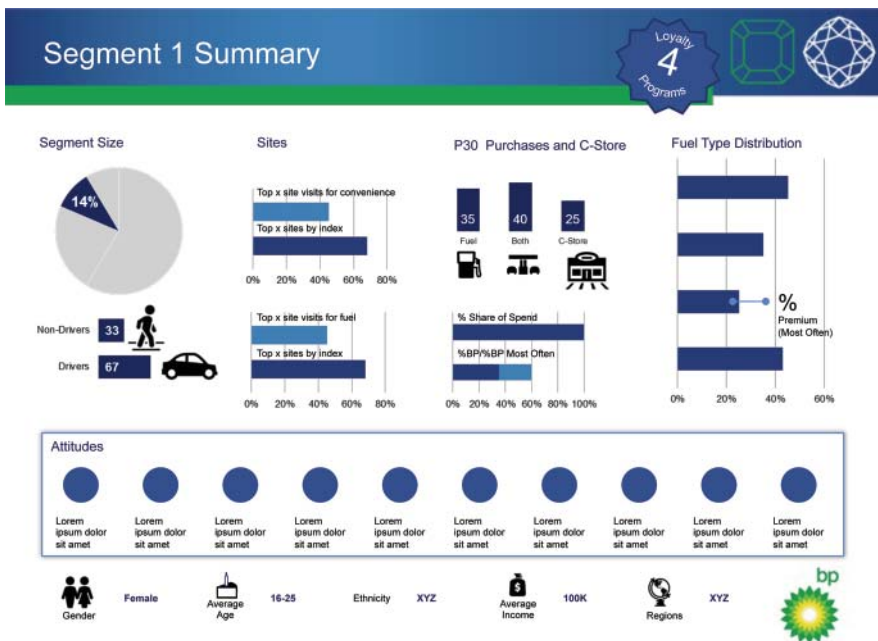


Figure 2: ...and so it made sure every deliverable element of the final project incorporated the same visual language and tone.

tions of the logo, we decided on one that represented the evolution of a cut crystal – from a simple stone to something much more sophisticated. The juxtaposition of the two logos created an animated “evolution” effect.

For the segments, the team opted for simple, highly accessible symbols that feature universal objects – cars, trees, alarm clocks – and distinctive colors. These captured the key features of each group’s behavior and its story within the study.

Series of deliverables

Using this imagery system, the team created a series of deliverables tailored to key stakeholder groups and telling the story of the insights in different ways:

- Full research report – 100 pages long, including results for each country. Intended for those who need to understand every aspect of the study.
- Video – an eight-minute demonstration intended to validate the study

data, featuring a person from each segment speaking on-camera.

Each of the five stakeholder groups received flash drives with a full set of deliverables. In addition, to help keep Crystal NextGen top-of-mind, BP developed an online portal allowing key stakeholders worldwide access to deliverables and other information about the study. Every deliverable element (see Figures 1 and 2) of the final project incorporated the visual language and tone established for the Crystal NextGen brand – making the study a kind of currency within BP as a whole.

To create momentum and enthusiasm for turning the segmentation results into everyday decisions, the team created a series of events related to the launch of Crystal NextGen. A widely distributed teaser introduced the new study and its objectives; and, soon after the findings from the study were in hand, small groups of stakeholders were convened to meet in workshop settings to discuss the resulting new information and design business actions to pollinate the information across the organization.

Feedback has been strong

The first generation of Crystal had a very happy ending, helping BP’s Invigorate gasoline exceed its incremental volume target by 15 percent in the U.S. and deliver a 63 percent increase in its “product value” ratings. And so far, the feedback on this new, highly visual edition – Crystal NextGen – has been strong among stakeholders.

By making an early commitment to activating the study’s results and creating a rich visual palette that could tie together diverse deliverables, the BP consumer insights team made the story of Crystal NextGen compelling and unmistakable. Each stakeholder group gained access to the key insights it needed, in forms tailored to its preferences and tasks. The results were clear paths to action and better marketing decisions – a success story, if there ever was one!

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●●● storytelling

Once upon a time, in research

Is storytelling in MR more than just a fad?

| By Kelly Hight and Tom Logue

snapshot

Two researchers – one on the client side, one on the vendor side – engage in a spirited back-and-forth on the merits of storytelling.

Storytelling. Depending your point of view, it might be an innovative new way to communicate important information to research consumers or it might be the latest fad emphasizing style over substance.

The exchange below started as friendly e-mail banter between friends and former coworkers and evolved into a serious debate on the pros and cons of storytelling. Kelly is a client-side researcher for a major hospitality company; Tom is an account executive for a custom research supplier.

It all began with a forwarded article.

Kelly: Tom, thought you'd like to see this article on storytelling in research.

Tom: Thanks. Honestly, I feel like such a curmudgeon but I really dislike the storytelling fad.

K: I disagree about storytelling being a fad. Clients don't want to be overwhelmed with detail; they just want to

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know what to DO – and I don't think that's a bad thing.

T: But doesn't it worry you when a CMO says, "Stop boring me with the numbers."?

K: When I was working on the supplier side, the consistent criticism that we received was that we used our reports to show off how smart we are – which meant thousands (literally) of pages of tables and numbers and diagrams but no real direction or recommendations. I think every qualified CMO should say, "Stop boring me with the numbers and give me the message in a form I can use."

T: A fair point. And anything that promotes the acceptance and usage of legitimate research is fine in my book. When I refer to storytelling as a fad, I'm thinking about the creeping expectation that everything can and should be turned into a pithy anecdote or colorful infographic or edgy video. It's how Bob Vila must feel watching DIY shows on HGTV these days.

I'm not a purist. But I object to the assumption that all complexity is needless and should be avoided. As I see it, the researcher's responsibility is to eliminate unnecessary complexity while effectively communicating beneficial complexity.

K: But Tom, that is exactly what good storytelling is: effectively communicating complexity.

T: In theory, yes. I recognize that there's a time and a place for storytelling in research and there are great tools to support that, including ethnographics and psychographics. My objection is to storytelling becoming the default approach to communicating information because it's easier to consume. It's like having a parent who lets you eat cookies rather than the one who makes you eat your spinach. And I don't mean that to sound patronizing but I am concerned about research being dumbed-down for popularity's sake.

K: Yeah, the short attention-span syndrome is borderline insulting to the complexity of the work we do but if we

can't keep the focus of our audience, it's all wasted time anyway.

T: I can't tell if that's realism or cynicism but I see your point. So the use of storytelling is a judgment call based on the audience and the content?

K: Right. If you're presenting to statisticians or hard-number folks, storytelling may be distracting. And you probably don't need it for pricing or forecasting. On the other hand, when you're presenting information on attitudes, preferences, motivations, that kind of thing, storytelling can help people relate to the information.

T: Makes sense. And your comment illustrates the point that not every type of information lends itself to storytelling. Which means sometimes the client has to meet the supplier halfway instead of mentally checking out (or checking e-mail on a smartphone) the first time a slide has a table full of numbers instead of graphs or clip art.

K: If a Pareto chart falls in a PPT but the exec is checking his BlackBerry, does it really make a key takeaway?

T: Nice. So is there ever a time in your mind when it's appropriate to tell a client, "Listen, I know this stinks, but you're just going to have to pay attention for a couple minutes while I explain something complicated."?

K: Yes – and I've had vendors say that to me when I was trying to brush something aside prematurely. It gets back to knowing your audience. Curiously, I have found that sometimes execs have more of a stomach for tedious detail when the information is presented by their own team members than when it's presented by the vendor.

T: Why do you think that is?

K: I think there's a stronger presumption that since we know the business, if we choose to include it, it must be relevant.

T: Which means maybe it's not entirely up to us as suppliers to figure all this out. I know there are times I could

use some help discerning what level of material is appropriate for the audience, what's relevant, what points to drive home – especially if the audience is one I haven't met before. As a client, do you ever try to prepare your suppliers by giving them a sense of what the audience is looking for?

K: Prepare your suppliers? Are you kidding? Don't they already know this stuff? In all seriousness, I don't know how to answer that. To some degree, I expect that the vendors come into the relationship knowing the fundamentals of good reporting – that gets them halfway there. The remainder is an iterative, collaborative cycle where they give us a draft and we hone it together. I warn them during the RFP phase that we are a highly involved client so that they can plan accordingly – not that they do.

T: What a great segue to pricing. Frankly, from the supplier's perspective, it's hard to take those kinds of warnings seriously without knowing what the client is willing to pay a premium for. Vague expectations are hard to budget for, especially in a competitive environment. Creative deliverables like storytelling add to the vagueness.

K: I understand the challenge. Another dilemma for vendors responding to an RFP is that building in extra hours for more involved reporting may push them out of contention with vendors who don't exercise that caution and come in with a significantly lower bid.

T: Right. I've been underbid quite a few times and occasionally I get the phone call down the road saying, "Gee, I wish we'd gone with you instead, the low bidder really isn't living up to expectations." It's a nice feeling but if it's my only shot at that client for a year, that's not much consolation. So I'll just come right out and ask: How much of a premium are you willing to pay for a good story? And by that I don't mean the analytics behind it, I mean the "show," the graphics, the presentation. Is it a value-add that you'll pay more for? Or is it something you expect and don't

think should come at extra cost?

K: Here's the bad news: It's something that I expect. Suggesting that it comes with a premium price tag is like saying, "We can do this research for \$100,000. If you want the research done WELL, it will cost \$120,000."

T: You make an interesting point. The implication is that even a well-designed survey, flawless data collection and perfect analytics don't qualify as "research done well" unless the findings are delivered in the ideal format – whether that's storytelling or not.

K: What's the alternative? The vendor collects the data and leaves the analysis and reporting to the client? We certainly have those kinds of projects too but if we're paying for analysis and reporting, I expect it to be pretty close to complete (allowing for some collaboration). My preferred vendors are the ones who minimize my burden.

T: I can relate – I feel the same way about my own suppliers. Of course, this is where clients can help make their own lives easier, by better articulating their expectations and needs when they talk to suppliers. I recognize that's not always easy. Hopefully that's where storytelling is headed. Once the novelty wears off and it becomes another standard delivery mechanism, it will be easier for clients to guide their suppliers as to when and how to employ storytelling rather than other presentation styles.

K: Another thing to keep in mind: I'm not saying that we, the clients, are the ultimate authorities on good storytelling. After all, I'm a research geek, too – every finding is fascinating. So I expect vendors to push back if we head in the wrong direction. I've worked with vendors who do everything we ask them to and I've worked with vendors who resist and explain alternatives when we ask them to do something they don't agree with. The vendors who resist are the ones I keep going back to, as long as the reasoning is well-founded.


T: I hear what you're saying. And it's funny that a conversation that

started about storytelling ends up being about client relationships. You want suppliers who can effectively use a variety of tools – including storytelling – to deliver good research. I want clients who are willing to engage in an honest discussion about their research needs so I know when storytelling makes sense.

But I still can't shake the feeling that we're headed down a slippery slope, that the element of entertainment in storytelling will become a broader client expectation and that substance will inevitably lose out to style. Do you think that's a legitimate concern or am I just sitting on my porch swing shaking my cane at the kids on my lawn?

K: It's the "kids on the lawn" thing. First and foremost, research has to benefit the bottom line. But even the most robust findings in the industry can't do that if no one is paying attention. I do think that engaging storytelling will become a client expectation, if it isn't already, but never at the expense of substance. If, in the brief time you get in front of your clients, all you present is the research equivalent of cat videos, you won't get any more time in front of those clients.

T: I hope you're right. Because there is a flip side. It's one I've seen with trends ranging from neuro-marketing to NPS. It happens when a perfectly good methodology turns into a cure-all and gets implemented well outside its intended application. So I agree with you that self-policing is critical and clients are the best enforcers. If this trend challenges suppliers to provide better deliverables and furthers the cause of research, I'm on board. Just don't ask me to make cat videos. Deal?

K: Deal. Unless the cats can explain choice modeling. 

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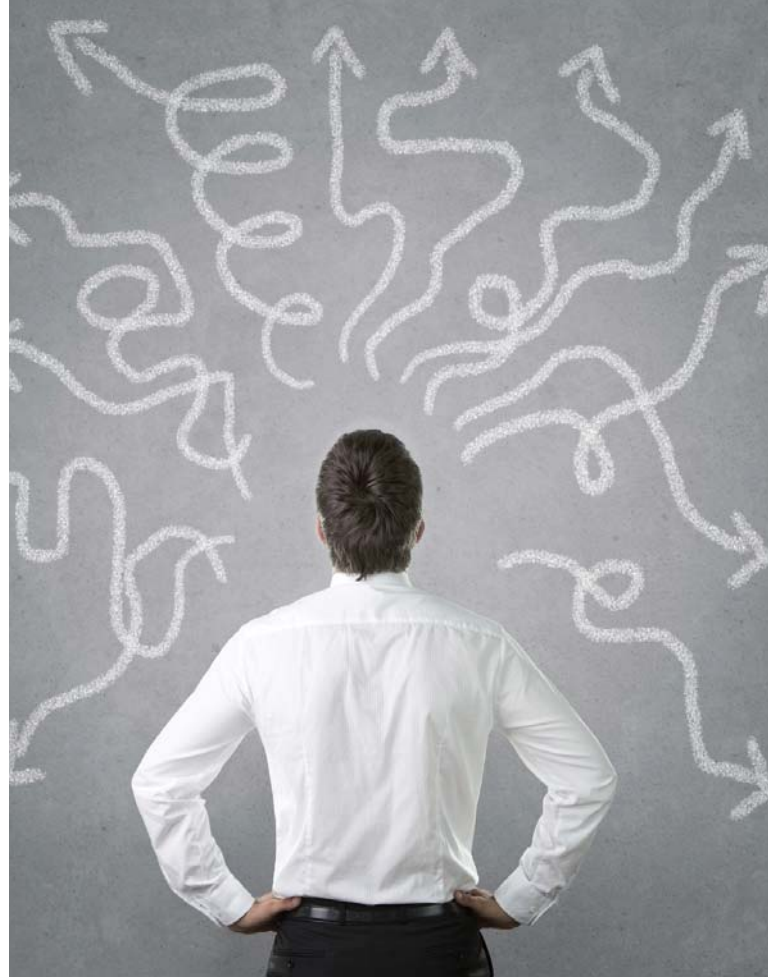
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●●● prediction markets

Outcomes, not intentions

The power of prediction markets

| By Julie Wittes Schlack



snapshot

What's the allure of prediction markets? Do they work? If so, how? Should researchers be interested?

If you've ever run a concept test, you've probably experienced the dull ache of having all of your concepts average a 3.5 on a five-point rating scale for appeal, uniqueness and purchase intent. You may even have suffered the acute pain of seeing a more highly-rated concept – one that clearly led the pack – fail miserably when the product actually went to market.

While the joy of collaborating with consumers lies in discovering their aspirations, frustrations and unmet needs, then in co-creating new concepts, campaigns and products with them – the suspense lies in seeing if the outcomes you hope for come to pass. And since marketers (and market researchers) hate suspense, a growing number are turning to prediction markets as a means of prioritizing, optimizing and ultimately predicting the success of products, messages, promotions and campaigns.

Beaten out fellow investors

Imagine that in 2010, you were presented with several potential investments, including a water-powered cellphone battery that didn't require a charger, a touch-screen-based tablet computer and a waterless washing machine. You might have decided to hedge your bets, putting equal amounts of money into all of these ideas. You might have decided that nobody in their right mind would turn down a waterless washing machine and put all of your chips on that product's success. Alternatively, you might have bet heavily against its rapid adoption and, early on, put much of your money on the touch-screen tablet, aka the iPad. If you had, you'd not only be a millionaire but you would have beaten out your fellow investors by investing heavily in the right predictions – that Xerox's waterless washing machine would be slow to release and win adoption in the U.S. and that the iPad would succeed instantly – and doing it early enough for your shares to gain in value.

The same principle applies to a prediction market, the purpose of which is to



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The Fine Art of Marketing Research

anticipate the likely success of an idea, product or political candidate. Unlike traditional concept-test surveys, where you try to assemble a representative sample of likely consumers and ask about their personal preferences and intentions, a prediction market relies more on diversity in the participant pool than on representativeness. And rather than ask “What do you like” or “What are you likely to do,” a prediction market asks “What is going to happen?”

For example, a brand might pose yes-or-no questions like “Will this product appeal to 16-to-18-year-old women?” or “Will Product A out-sell Product B?” or “Will this offer motivate non-customers to sign up for a free trial?” Alternatively, they can pose multivariate questions such as “Which of these products will be most successful among 16-to-18-year-old women?” or “Which of these offers will motivate non-customers to sign up for a free trial?”

Each participant in the market is given play money or points to invest in their answers. They answer only the questions about which they have a strong opinion; can invest in the likely failure of an idea as well as in the likely success of one; and invest as few or as many points as they want based on the strength of their confidence in their own predictions. Furthermore, when they invest, they provide an explanation of why they’re doing it. When the market closes, each prediction ends up with a numeric value representing the probability that it will come to pass. If someone invests early and the other investors in the market tend to agree with them (i.e., if the market consensus coalesces around their prediction) then their “net worth” will increase. On the other hand, if the market consensus runs counter to their prediction, the value of their “investment” will decline.

When real-world results are imminent (as is the case with political or sports markets), market “investors” can be rewarded based on the accuracy of their predictions. But in the context of new product development and market research, when it may be a year or more before a product is actually released to the real-

world market, rewards can be based on participants’ net worth when the market closes. For example, at Communispace, where members of our private online communities participate in proprietary prediction markets set up exclusively for a given client, we both motivate and reward participation by giving a prize to the top five traders – those with the greatest net worth when the market closes.

Employed internal prediction markets

Prediction markets originated in two places: the University of Iowa’s markets have been used to predict the winners of elections since 1988; and a number of major companies, including Hewlett-Packard, Motorola, Intel, Best Buy, Microsoft, Google and Pfizer Animal Health, have employed internal prediction markets (where the traders are employees) to assess likely product shipment dates, predict sales figures and volumetrics and identify best-selling products.

Across the board, results have been as good as if not more accurate than other methods. For example, Hewlett-Packard’s employee prediction markets produced sales forecasts that were generally more accurate than official company forecasts (Chen and Plott 2002) and Intel’s markets for predicting product demand have been as much as 20 percent more accurate than official forecasts (Hopman 2007). When Iowa’s Electronic Market predictions were compared to 964 polls over the course of five presidential elections, the market was more accurate than the polls 74 percent of the time overall and, more significantly, outperformed polling when the election was more than 100 days out (Berg, Nelson and Rietz 2008).

But what about in the consumer domain? Can consumers predict the likely behaviors of other consumers any more effectively than traditional quantitative tools can? According to a 2009 study:

Market research experts have conducted prediction markets in conjunction with conjoint analysis that yielded correlations between 0.715 and 0.885. In addition, features identified by the prediction markets

as “Preferred by a Majority” appeared as features in new product launches later the same year, providing additional validation of prediction market accuracy. (Dahan, Soukhoroukova and Spann, 2009)

And a more recent study by BrainJuicer measuring the performance of prediction markets concluded “a .085 correlation versus monadic concept testing in 215 head-to-head experiments.” (Kearon and Earls, ESOMAR, 2009)

Moreover, a significant body of academic and corporate research suggests that you need neither large nor necessarily representative sample sizes to arrive at accurate answers. Still, many researchers are wary of a method based on participants’ knowledge and judgment rather than on their social and demographic qualifications. That’s why with practically every prediction market that we’ve run, we or our clients have conducted at least one parallel study (Table 1). In every case, our results have been almost identical.

But the acid test is how well the market predicts real-world outcomes. Given the typical duration of a new-product development cycle, we don’t yet have many results to report on. However, where we do, they have also been promising. Internally, when we ran an internal prediction market asking who would win the Grammy Awards (music), 68 of our demographically-diverse employees correctly predicted the winners in six out of eight categories, regardless of whether they listened to specific genres and artists.

More significant, though, was a recent experiment conducted by a media company client, who ran a prediction market with about 200 members of their consumer communities and roughly 50 employees and agency partners. They asked which of five 2012 products would outperform their 2011 counterparts and, roughly six weeks after asking, got the actual 2012 sales data. While we cannot share any specifics we can tell you that the overall prediction market was correct in three of their five predictions and for the two in which they weren’t, there was no clear market consensus, meaning that the point spread

Table 1: Prediction Market-Based Studies and Their Parallel Alternates

Client	Prediction Market	Alternate Method
Global food company	287 people not screened to be representative of the target market	Survey of over 3,700 people screened to be representative of target market
Global hospitality company	131 community members	Max-diff study with 3,192 respondents
Global financial services company	421 community members	Max-diff study with 611 respondents
Leading health and personal care company	165 community members	Community survey with 205 respondents
Leading insurance provider	82 people not screened to be representative of the target market	Community survey with 111 respondents

between the 2011 and 2012 versions was extremely small.

At first glance, being correct in three-out-of-five predictions may not seem especially exciting. But the three correct predictions pertained to new-product failures.

Our client’s objective in this case wasn’t to evaluate and test products so much as to answer two methodology questions: Did this method increase engagement for both com-

munity members and employees over a traditional survey? And did it highlight differences and similarities in how loyal consumers and employees evaluated the appeal of key new products? (The answer to both was a resounding yes.) But the weightier moral to this story is that had the prediction market been used earlier in the product life cycle (as opposed to when the product was already on store shelves), it could have been an

invaluable tool for optimizing the most promising concepts while pulling the plug on the weakest ones. In either case, the risk-mitigation benefit could have been significant.

Get a truer picture

As with a stock market, the theory is that if you enable people to put their (play) money where their mouths are, to invest in their own predictions about the behavior of others (as opposed to what they themselves would be likely to buy or use) based on their confidence in the outcomes, you’ll get a truer picture of what is likely to have value in the real market. And it’s true – gamification elements such as leaderboards and net-worth scores offer participants recognition, reward and status as well as an opportunity to compete. When people have a skin in the game, when they’re invested in the outcome, they commit more thought and attention to the process.

Consensus Point, maker of the Huunu prediction market platform,

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distinguishes between prediction markets and surveys in this way:

	Surveys	Prediction Markets
Answers	Opinions	Judgment
Type of Knowledge	Explicit	Tacit
Cognitive Process	Disinterested	Invested

Asking about the behavior of others can often allow participants to bring greater knowledge and insight to bear on a question than simply asking about their own preferences or intentions. For example, as someone in my late fifties, I would never be surveyed by a manufacturer of baby products. But the fact is that I have young grandchildren and in my workplace am surrounded by new parents. Though not personally representative of the target market, I actually have knowledge of that market that I could bring to bear to a question if only I was given a chance.

Indeed, participant diversity can be a terrific asset. While a given

individual may have limited experience – only a piece of the puzzle – the collective knowledge and mutual influence that a prediction market can aggregate is what generates what James Surowiecki has famously called the wisdom of crowds. Or, to use a less trendy but no less true phrase, “The whole is often greater than the sum of its parts.”


Can be valuable tools

Prediction markets comprising a diverse set of consumers can be valuable tools for companies spanning a wide range of industries and at every stage in the product or service life cycle and be used for: narrowing the new-product development funnel; concept testing; forecasting; pricing; message optimization; and promotion testing.

Of course there are some questions that employees are better equipped to answer than consumers, such as volumetric projections. And there are some categories – such as manufacturing or health sciences – where specialized knowledge that’s simply not possessed by a broad con-

sumer pool is essential.

But the biggest caution is to remember that picking winners and losers is only one small piece of the puzzle. In both incremental and breakthrough innovation, whether developing new products or promotions or tweaking existing ones, the magic lies in generating the insight that leads to a deeper understanding of consumers and where their unmet needs lie. Consumers want to be known as much as they want to be heard and will embrace any opportunity to meaningfully partner with brands.

So engage them in sharing their frustrations and dreams. Stimulate them to think creatively right along with you. Team up with them in ideating new solutions, even the ones that you’ll eventually test with them. We predict that if you collaborate with your customers at every step of the way, you’ll be glad you did. 

Julie Wittes Schlack is senior vice president of innovation at Boston research firm Communispace. She can be reached at 617-316-4458 or at jwschlack@communispace.com.

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A cure for the big-data headache

Target your analysis to target your marketing

| By Damon Ragusa



snapshot

The author explores the merits of using big data to develop informed, forward-looking decisions rather than making traditional, reactive responses.

We live in a highly connected world where real-time access to news, data and information has transformed the way both people and businesses make decisions. With real-time bidding systems, ad exchanges and big-data projects, just to name a few, the focus of the marketer's job is blurring with that of the CIO.

The explosion in digital and emerging media channels has brought a huge volume of rich-but-complex data sources. With big data comes the promise of better information for making decisions and measurement of marketing performance. A recent study by the Columbia Business School and the New York American Marketing Association found that 91 percent of senior corporate marketers believe that successful brands use customer data to drive marketing decisions, improve marketing performance and increase customer acquisition.

The same study reported that "39 percent of marketing executives confess that they have lots of customer data but don't know what to do with it." Data projects are expensive and time-consuming and often leave marketers without answers to foundational marketing questions, including "How can I use this data to deliver better results and improved ROI?"

CMOs believe data can enable smart marketing decisions but many companies only end up with big-data headaches. Another survey, by 33Across, found that 70 percent of U.S. brand marketers and agencies are concerned with making sense of all the data. In fact, it can actually get in the way of improving performance when viewed in the wrong context. So where does big data really fit into the mix?

Backward-looking approach

Traditionally, marketers plan annually, aligned with the cycle of TV and print media-buying. The planning time frame would typically address only the following year. The key stakeholders form an executive committee where the marketer makes recommendations based on insights and analytics of historical spend data and aggregations of consumer data, which



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become foundational to the plan. In a stable marketplace, this backward-looking approach has been an acceptable method because of the assumption that the future will be much the same as the past. In today's rapidly changing marketplace, it's increasingly difficult for marketers to continue to eliminate risks through traditional planning methods for four critical reasons:

- The proliferation of consumer devices and emerging media channels has dramatically increased the number of options marketers have for investments.
- The barriers for people to switch from one medium to another and adopt new technologies are disappearing. People are no longer consuming information in a vacuum but across channels and, oftentimes, simultaneously; they have more choice and more voice than ever.
- The marketer has become inundated with the explosion of rich but complex data sources. From a world where only GRPs mattered, marketers are now overwhelmed with impressions, mentions, Likes, clicks, etc.
- Marketing planning committees are becoming overcrowded with stakeholders, each working in their own silos and each acting as an advocate for the tactic they represent.

Shift the focus

To navigate the ever-increasing complexity, marketers must shift the focus from data-intensive tactical planning to a smart data approach for strategic planning that is centered on the real people they are targeting. As a result, planning will be more focused on linking the brand directly with consumers to positively impact sales, market share and financial performance in a transparent and measurable way.

Many of the insights, analytics and processes used to inform marketers today are based on aggregations of consumer data, boiling all the diverse demographics, media consumption and behaviors into one average consumer. This makes it impossible to connect the very people they target to specific marketing activities and messages. For example, marketers have relied on classical marketing-mix models for decades to provide insights on mar-

keting effectiveness. These models have never provided insight as to how different marketing plans can activate different people, especially new media with no historical data. These approaches analyze marketing effectiveness in the past marketplace rather than what the marketplace will look like moving forward.

A consumer-centric approach to marketing requires a more data-agnostic way to measuring and forecasting the ROI across channels, tactics and consumers to make more informed marketing decisions. It ensures that, when making key marketing decisions on how and when to spend marketing dollars, those dollars will have the greatest possibility of positively impacting performance. The planning process must be able to synthesize the audience estimates commonly used to make media buying decisions (GRPs, AQHs, circulation) with emerging digital measurements (CTR, impressions, mentions, Likes, conversions, etc.) and reconcile all these against how people behave.

A greater variety of data

Rather than aggregating all of the data into a single source, a consumer-centric approach to planning starts from the bottom up and requires a greater variety of data and information. To be effective in an evolving marketplace, marketers must take an objective and detailed view of the makeup of their consumer targets and the relationship between different consumers and how they use media. For example, older people may be more likely to watch TV and read magazines and younger people may be more likely to use mobile phones and social media. Once this foundation is laid, standard marketing science rules around how people buy products over time become more practical because it's not just about how people consume media but about being able to align marketing with how and when consumers purchase products and services.

Marketers across industries are already adopting a consumer-driven approach to planning as a more sustainable and effective method. Some examples:

A market-leading pharmaceutical company was looking to optimize its direct-to-consumer marketing plan for

the launch of its new product, while maintaining constant flexibility to implement post-launch adjustments in real time. Because of strict FDA regulations around approved consumer targets and a lack of historical data, the company turned to a consumer-centric approach to plan and optimize its go-to-market plan. Leading up to the launch, the company was able to simulate patient responses in varying targets and geographical markets to measure how each tactic influences patient adoption and purchase behavior to accurately reflect and improve the ROI of its plan. It was also able to incorporate external influences such as health care professionals and doctors and how these would influence short- and long-term product sales volume.


A provider of automotive products wanted to forecast and measure all of its marketing activities against its consumer segments for the greatest return on investment. Additionally, the company was focused on growing sales within the Hispanic population. Not all of its marketing activities could be tracked back to specific consumer

demographics. By adopting a consumer-centric planning model that focused less on collecting massive amounts of data and more on identifying the most relevant data for individual channels, the company was able to measure and compare more than 200 marketing activities across four of its product lines to forecast consumer purchases within its demographic-specific segments.

Huge undertaking

Completely shifting the foundation from where marketers have traditionally built their plans can be a huge undertaking. They are still left with piles of data from traditional as well as emerging media and digital channels that they must analyze to extract value through a smart-data approach. The advent of customer relationship management to support one-to-one marketing initiatives during the 1990s started with a lot of promises of sorting through huge amounts of data about consumers that would revolutionize the planning and execution of marketing. In time, the practical solutions emerged

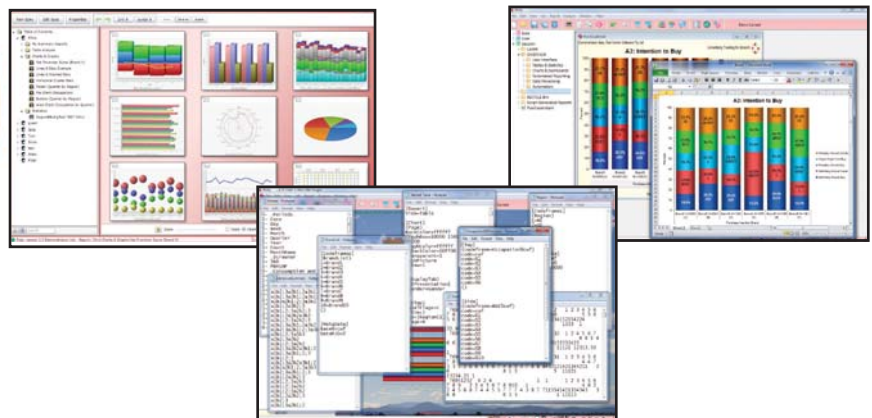
and were adopted after years of marketers complaining about being “data-rich but information-poor.”

As the marketplace continues to fragment, the risk is that the consumer is slipping through the cracks. Marketers spend too much time and resources investing in solutions to react to the change rather than embracing the fundamental shift that is occurring in the way they think about and approach marketing planning. They need to understand the information in front of them and put what’s most important – the consumer – at the forefront to drive technological advancement that integrates, automates and streamlines the marketing process from research and planning to collaboration and execution. An age of marketing empowerment has risen that will drive the evolution of the modern marketing world where every decision is accountable and starts and ends with the consumer. 

Damon Ragusa is chairman and chief strategy officer at ThinkVine, a Cincinnati software firm. He can be reached at 513-842-5900 or at damon.ragusa@thinkvine.com.



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●●● online qualitative

Guideposts for a fresh path

Thoughts on using the new online qualitative tools

| By Nicole M. Freund

snapshot

A corporate researcher offers an overview of some of the newer online qualitative methods, from MROCs to mobile, and the best ways to use them.

Sometimes an attendee at a conference does not need the heights of a 20th-floor ballroom or an open bar to feel dizzy. The many fine researcher conferences that pepper the calendar every year are so chock-full of presentations on new qualitative methods and cases that extol their virtues that making sense of it all can feel like a Sisyphean task. MROCs, mobile qual, immersive technology, virtual engagement ... it can be overwhelming and mind-altering. The aim of this article is to peek behind the curtain and ground some of these techniques in reality so users know what is useful and when.

As in all qualitative work, context is important and the birth of these approaches comes from an important demand. It is not simply about the evolution of the craft, though that certainly is a part. The cry for innovation in general rings loudly and insistently and, depending on where someone sits, it is alternately a banshee, a siren or a choir of angels.

As the public increasingly demands product innovation, the researchers who support those product developers feel the pressure just as acutely. They need to provide the data to support that innovation or even to create it – and with declining resources, generally speaking. Demand for knowledge that costs less but delivers more and even delights has sparked a deluge of new ways to gain access to the hearts and minds of consumers.

Enter innovation in data collection and, more specifically, in qualitative techniques, which for many are the preferred vehicles for driving into the garage of desires owned by modern consumers. The pressure to perform to standards that change daily and are difficult to define makes new techniques attractive. But at what cost to the data collection? What are the methodologies available? How do they compare to traditional methods? Can they deliver on the same objectives or must those objectives be modified?

The scope of this article is not to try and answer every question that may possibly come up in the course of a discussion of new qualitative techniques. What I do hope to accomplish, however, is to provide some guideposts for how these techniques stand up against



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Table 1

Traditional Qualitative Successes	Traditional Qualitative Challenges
<ul style="list-style-type: none"> • Connection to the target audience • Real-time reactions • Concentration/efficiency with physical stimuli • Psychological cohesion with clients/observers 	<ul style="list-style-type: none"> • Logistics • Expense/cost • National/global vs. localized recruitment • Time

each other and against the traditional qualitative methods available.

The most productive way to go about evaluating these methods is to classify them: those that mimic traditional methods but use non-traditional ways to access the participants; and those that really have no direct comparison to traditional methods.

Classifying the methods in this way allows those trying to evaluate the utility of a method to use their own internal benchmarks and experience.

Measurable with a yardstick

First, a quick note of definition and discussion regarding traditional qualitative methods like in-person focus groups and IDIs. What makes these valuable are the connections that moderators, researchers and clients form with consumers on a given topic. Having a conversation (or witnessing one) where the distance is measurable with a yardstick offers an intimacy and ability to react that is unique to traditional qualitative. There is truly no substitute for those connections and in some cases, no way to supplant an in-person interaction with a virtual one. And sometimes logistics actually compel traditional interactions; if the client has only one prototype or it's a product that must be played with or if the target is children, traditional methods will generally win out.

For these reasons, it is important to see new qualitative methods as supplements or additions to the toolkit, not as wholesale substitutes – at least not as wholesale substitutes that come without significant trade-offs. Comparisons made here of what a new method does well will generally be benchmarked against the objectives that traditional qualitative delivers well and the challenges with the same (see Table 1).

These are not new observations but serve to set any evaluation on even terms through the course of this discussion.

Traditionally-inspired methods in unconventional venues

Newer methodologies that build on the successes of traditional qualitative techniques typically exploit efficiencies in technology to deliver on similar objectives. In this category are the following: marketing research online communities (MROCs), bulletin boards and video/Web groups.

In each case, surveys and discussions leverage the Internet to expand geographically the reach of what could otherwise be done locally. In a lot of cases, the work done in these techniques is not totally new but the reach and speed are. That said, there are distinct differences between them to note and it is a worthy exercise to explore them individually.

MROCs are proprietary communities of advocates (either brand- or activity-based) to which companies can send surveys, initiate discussions and crowdsource decision-making. There are really two kinds of MROCs: 1) ongoing, branded communities that are built for long-term use and 2) instant communities that are built for a specific project and then disbanded. Each will be discussed in turn.

Ongoing, branded MROCs

What they do well: Brand-building, crowdsourced innovation, quick-turn reactions to specific questions.

Objectives that work well: Testing messages with a target market, understanding attitudes and usage within a target market, gauging interest from a target market, connecting with a target market (notice the theme?).

Caveats: There is a temptation to mistake survey results as quantitative data – the population of this community is not representative of anything beyond the target market criteria outlined at the recruitment stage. Results of any surveys are qualitative in nature even if there are hundreds of

responses. That's not necessarily an issue depending on how bulletproof the organization needs the information to be but it is an important distinction. Also, unless the organization can afford full service, these MROCs are extremely resource-intensive to build and maintain the right way. Making sure that there is enough stimuli but not too much; that any gamification is maintained; and that the health of the community stays at a productive level takes staff and budget.

Best for: Objectives that include longitudinal goals with a continuous stream of stimuli; organizations that have dedicated personnel who can perform community management.

Bottom line: Branded MROCs do a really good job of reacting quickly, efficiently and cost-effectively to “daisy” issues (those that pop up unexpectedly) and can be a great resource for tapping into the stream of consciousness of a defined target. However, undertaking their creation should not be a snap decision based on a desire for efficiency.

Instant MROCs

What they do well: Create a fun and interesting forum for discussing an issue; quickly and cost-effectively convene a group of consumers to discuss and react to stimuli.

Objectives that work well: Almost any objective that would work in a focus group works well in this format as well: reactions to concepts, open-ended responses to stimuli.

Caveats: The stimuli have to make sense for the delivery system. If the stimuli are physical items that truly require 3-D perception, this is the wrong venue. Video and images work well but don't necessarily convey everything needed in all cases. Additionally, there is no way to react to body language. While not necessarily asynchronous like some other methods, with instant MROCs researchers must still trust the words being typed without the benefit of body language or tone of voice to confirm or deny the sentiment.

continued on p. 67

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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.



To register or learn more visit www.MarketResearch.org/ISC



Researching in Latin America: The Joy and The Pain

Denise Offutt, Manager, Market Research, Epson America

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.

PRC

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 Pinteresting to Insta(in)sight to YouTube DJ, they'll share how to expand your conversation with this highly desired target audience.

PRC

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.

PRC

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.

PRC

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.

PRC



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.

PRC

To register or learn more visit www.MarketResearch.org/ISC

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.



MARKET RESEARCH LEADERSHIP

NEW! The Art and Science of Southwest Advertising

*Isaac Muñoz, Ph.D., Manager of
Customer Insights, Southwest Airlines*

The launch of Southwest's new "Better Way" campaign was a true advertising marriage between science and art. Learn how Southwest worked closely with different vendors and the agency to do research (messaging, concepts, copy tested and AdGraph) that delivered a spot that while still close to the Southwest personality, had a different feel.



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.



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 a 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.



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.



To register or learn more visit www.MarketResearch.org/ISC

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.

 PRC

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.

 PRC

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.

 PRC



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.

 PRC

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 Rule*.

 PRC



MUST-KNOW MR INTELLIGENCE

NEW! Crowd Interpretation: What Happens to Consumer Insights When Consumers Take Over Analysis

Niels Schillewaert, Ph.D, Managing Partner and Co-founder, InSites Consulting

Crowd interpretation is a gamified and photo-based laddering approach in which consumers engage to interpret findings. Learn about this methodology on consumer insight generation through three client studies from different sectors: VRT, Heinz and Air France / KLM in which between 20 to 40 percent of consumer insights and meaningful interpretations were uniquely generated by consumers.

 PRC

To register or learn more visit www.MarketResearch.org/ISC

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.



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. 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.



Taking Social Media Listening Data to the Next Level

Annie Pettit, VP, Research Standards, Research Now & CEO, Conversation 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 analysis, which will include: a quick demonstration of bivariate analysis, 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 analysis; regression analysis 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.



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

Ben Smithee, CEO and Katy Mallios, Research Consultant, Spych 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.



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.



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

NEW! Rethinking the Brand Tracker Using Google Consumer Survey

Kyle Nel, Head of International Insights, Lowe's Home Improvement

Nearly every organization has a brand tracker, yet no one seems to like theirs. Brand trackers tend to be expensive, lengthy and hardly read. Learn how Lowe's Home Improvement completely reshaped the way they look at and use brand trackers, using Google Consumer Survey, and in the process saved money, time, and all the while gained stronger insights that the organization actually uses.



NEW! How Walt Disney World is Evolving Guest Experience Measurement

Richard Pepin, Director, Consumer Insight, Walt Disney World

Explore methods Walt Disney World is using to evolve their measurement to a more mobile-friendly environment. Learn about the implications of shifting from a desktop online survey approach to one that enables guests to complete surveys on-the-go and closer to the experience, and how it forced the team to think differently.



NEW! Hispanics & Social Media

Adriana Jimenez, Director, Primary Research, Telemundo & Media and Sylvia Ortiz-Moscato, VP, Ipsos MediaCT - Multi-Cultural

According to a recent report released by the Pew Hispanic center, two-thirds of US Hispanics say they use social networking sites. Learn more about Latinos' attitudes and behaviors regarding social media and the role it plays in their daily lives.



NEW! Micro Surveys: Pros, Cons and Case Studies

Eric Meerkamper, President, RIWI Corporation and Jon Sadow, Business Development, Google

Recent developments online have allowed organizations to develop "micro survey" offerings, where small sets of questions are presented to Internet users – many times in exchange for access to content. Explore the pros and cons of micro surveys, with an emphasis on case studies of actual use.



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

Steve von Bevern, VP, Client Services & Operations, 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.



New Methods, New Wisdom: How Groundbreaking Research Challenged Conventional

Denise Brien, Senior Director, Consumer Analytics & Research, AOL

AOL recently completed several research initiatives to better understand consumer behaviors and attitudes in mobile, video, social, and the consumer's purchase journey. These projects differed in their objectives and scope, in the audiences sampled, the specific methodologies used, and in how the final results were applied. This session will reveal how AOL used new and innovative research methods to uncover uncommon results.



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.



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 and 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.



To register or learn more visit www.MarketResearch.org/ISC

Monday, June 10				
10:00 AM – 7:00 PM	Registration			
12:30 – 1:00 PM	Opening General Session			
1:00 – 2:00 PM	The Digitally Disrupted Consumer: Researching an Accelerating Target <i>James McQuivey, Ph.D., Vice President and Principal Analyst, Forrester Research</i>			
Tracks	DRIVING THE MARKET RESEARCH PROCESS	MARKET RESEARCH LEADERSHIP	THE MR SITUATION ROOM	MUST-KNOW MR INTELLIGENCE
2:15 – 3:15 PM	New Chemistry: Demystifying Social Media Insights <i>Egg Strategy</i>	Learn How to Think, Not What to Think: Becoming a Better Marketing Researcher <i>Grapentine Company LLC</i>	New Methods, New Wisdom: How Ground-Breaking Research Challenged Conventional <i>AOL</i>	From Complexity to Clarity: The Future of Insight Curation <i>Gongos Research</i>
3:15 – 4:15 PM	Expo & Genius ("Product") Labs			
4:15 – 5:15 PM	Millennials #unfiltered <i>AOL</i>	NEW! The Art and Science of Southwest Advertising <i>Southwest Airlines</i>	Concurrent Session*	Leveraging Social Listening for Insights That Drive Action – Trendy Moms and Urban Hipsters <i>Procter & Gamble</i> <i>MarketVision Research</i>
5:30 – 6:30 PM	Expo Reception & Genius ("Product") Labs			
6:30 – 8:30 PM	MRA Chairman's Dinner Party			
Tuesday, June 11				
7:00 AM – 7:00 PM	Registration			
7:30 – 8:30 AM	Breakfast & Genius ("Product") Labs			
8:30 – 9:30 AM	Storytelling Through Digital Analytics <i>NPR</i>	The Journey to a Culture of Customer Service Excellence <i>Avnet, Inc.</i>	Making Jazz – A Strategy for Growth by Creating Great Brands <i>The Valcort Group</i>	Researching Race Fans <i>NASCAR</i>
9:40 – 10:20 AM	Do You CRQ? <i>CRQ Research</i>	Realizing Accelerated Growth Through Brand Consonance <i>mmr Research Worldwide</i>	The New Era of Engaging Qual in the Mobile-Social Era <i>Revelation</i>	Determining Traveler Preference for Hotel Payment Options <i>MMR Research,</i> <i>Orbitz Worldwide</i>
10:20 – 11:20 AM	Expo & Genius ("Product") Labs: Google Consumer Surveys & GutCheck; Quester			
11:20 – 12:00 PM	Reinventing Retail: A Research Journey <i>Saatchi & Saatchi LA</i>	Customer Loyalty Isn't Enough. Grow Your Share of Wallet! <i>Ipsos Loyalty</i>	How Mobile Stacks Up to Traditional Online: A Comparison of Studies <i>Research Now Mobile</i>	Optimization – the Golden Application Layer of MR Analytics <i>AbsolutData</i>
12:00 – 1:00 PM	Lunch & Genius ("Product") Labs: Google Consumer Surveys & GutCheck; Quester			
1:10 – 2:10 PM	How to Actually Tell an Insights Story to Far Reaching Clients <i>Backstories Studio</i>	Business Are (A Different Breed Of) People Too <i>Magnani</i> <i>Continuum Marketing</i>	NEW! Rethinking the Brand Tracker Using Google Consumer Survey <i>Lowe's Home Improvement</i>	The Truth About Social Media Research... Peeking Behind the Curtain <i>Spych Market Analytics</i>
2:20 – 3:00 PM	After the Honeymoon – Taking Behavioral Economics from Theory to Practice <i>Jigsaw</i>	When Imagination Trumps Information <i>Olson Zaltman Associates</i>	NEW! Micro Surveys: Pros, Cons and Case Studies <i>Google</i> <i>RIWI Corporation</i>	Taking Social Media Listening Data to the Next Level <i>Research Now,</i> <i>Conversion Strategies</i>
3:00 – 4:00 PM	Expo & Genius ("Product") Labs: Google Consumer Surveys & GutCheck; Quester			
4:00 – 5:00 PM	Speed Learning			
Wednesday, June 12				
7:00 – 11:00 AM	Registration			
7:30 – 8:30 AM	Breakfast & Genius ("Product") Labs			
8:30 – 9:30 AM	Winning With Data: Digital Analytics Inside the 2012 Obama Campaign <i>Amelia Showalter, Director of Digital Analytics, 2012 Obama Campaign</i>			
9:40 – 10:20 AM	Researching in Latin America: The Joy and The Pain <i>Epson America</i>	Using Tecnologia to Engage Latinos and Conduct Research <i>Inteligencia Research</i>	NEW! Hispanics & Social Media <i>Telemundo Media</i> <i>Ipsos MediaCT – Multi-Cultural</i>	24 Hours to Insight <i>Lightspeed Research</i> <i>Google</i> <i>Gutcheck</i>
10:30 – 11:30 AM	Integrating Survey Research Ethical Practice With Innovation <i>Marketing Research Association</i>	Ethnographies can Serve Many Masters <i>Comcast</i> <i>Horowitz Associates</i>	NEW! How Walt Disney World Is Evolving Guest Experience Measurement <i>Walt Disney World</i>	NEW! Crowd Interpretation: What Happens to Consumer Insights When Consumers Take Over Analysis <i>InSites Consulting</i>
11:40 AM – 12:40 PM	Best. Live. Forum. Ever. <i>Merrill Dubrow, President & CEO, M/A/R/C Research</i>			

*For the latest schedule additions, please see www.MarketResearch.org/ISC

THE DIGITALLY DISRUPTED CONSUMER



James McQuivey, Ph.D.
Vice President and
Principal Analyst
Forrester Research

Researching an Accelerating Target

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](https://www.amazon.com).

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.

Opening General Session

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

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. Go inside campaign headquarters for 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

REGISTER FOR ISC

Registration for the MRA Insights & Strategy Conference includes: • Networking breaks, breakfasts and lunch • Expo Reception • Chairman's Dinner Party • All education sessions • Entry to the Expo • Access to the Genius ("Product") Labs • Free Conference App • Colleague Connections networking program • Attendee roster

Save! Register three or more attendees from your organization at the same time and save an additional 10% on each registration.

Conference Pricing

	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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The Walt Disney World Swan

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.

The Walt Disney Swan Resort is located near many Disney hotspots and hotels including Disney's Boardwalk Resort. Walking paths are available from the resort to both Epcot and Disney's Hollywood Studios. Swan guests have complimentary transportation to all Walt Disney World theme parks and attractions. Swan guests can also use Extra Magic Hours at certain theme parks on certain days.

Orlando International Airport (MCO) is 20 minutes from the resort. Mears shuttle service is approximately \$21 one-way.

Secure MRA's special rate at the Swan of \$225 by calling 407.934.4000 or 888.828.8850 by May 16.



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MRA 2013 INSIGHTS & STRATEGIES CONFERENCE JUNE 10-12 • ORLANDO

- ✓ Keeping up with the changing consumer
- ✓ Integrating social with other research methods
- ✓ Storytelling through digital analytics
- ✓ Insight based ecosystem
- ✓ Expanding conversations with Millennials
- ✓ Making credible claims and persuasive recommendations
- ✓ Fan engagement research
- ✓ Combining ethical practices and innovation
- ✓ Measuring brands emotionally and functionally
- ✓ Social media listening data
- ✓ Mobile + Web qual studies
- ✓ Optimization
- ✓ Research in Latin America
- ✓ Ethnography
- ✓ Growing customer advocate relationships
- ✓ Customer-centricity
- ✓ B2B MR strategies
- ✓ Advance storytelling techniques
- ✓ Leveraging social listening
- ✓ Mobile surveys vs. traditional online

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Best for: Issues that require feedback quickly and don't have complicated stimuli.

Bottom line: Instant MROCs are effective for those projects where traditional qualitative would typically be used but in-person techniques are too time-consuming or expensive for the current issue.

Bulletin boards

Bulletin boards (BBs) are similar to both MROCs and online focus groups in that they provide a common place for people to discuss an issue in a convenient, electronic format. Typically, BBs are much less complicated and therefore easier to set up and manage; they function as asynchronous chat rooms and do not require the same degree of involvement though they do require an experienced moderator to keep the conversations moving and on track.

What they do well: Inexpensively provide a place for people to discuss an issue.

Objectives that work well: Concept development where strong opinions may be present. For example, reactions to potential changes in political policy or in how a product solution might work in a given situation.

Caveats: Recruitment for BBs is tricky. Participants really need to be able to express themselves exceptionally well since there's typically little in the way of imagery or other nonverbal communication. Anyone who has tried to find the answer to a service question on a BB can attest to this. If the participants are difficult to understand or they use only short, nondescript answers, the usefulness of the data is decreased.

Best for: Issues where there are strong opinions and an established population from which to recruit.

Bottom line: Instant communities and other asynchronous methods have really overtaken this method because of their flexibility in stimuli and reduced need for verbal acuity. That said, this is still a useful tool for established groups to exchange ideas, especially

when opinions about the solution to an issue are diverse and passionate.

Video/Web groups

The most closely related to traditional qualitative techniques, video and/or Web groups tend to offer some of the best of both worlds. The groups can be geographically diverse yet still let clients see physical reactions and tonal cues. Additionally, these tend to be more cost-effective than in-person techniques due to reductions in travel and other costs associated

with traditional methods. However, some of the efficiencies of time that come with community or BB work are not available with Web groups because the time to recruit, execute and analyze the groups is similar to what it would be in person.

What they do well: Offer a cost-effective way to execute a traditional focus group.

Objectives that work well: Any objective for which the organization

First Choice Facilities Offer...

A photograph of a modern meeting room with large windows. Several people are seated around a long table, engaged in a discussion. In the foreground, a woman in a blue dress is sitting at a desk, working on a laptop. A QR code is overlaid on the bottom left of the image.

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would typically initiate a traditional in-person methodology.

Caveats: Similar to instant MROCs, the stimuli used need to coincide with how they will be delivered. Depending on how the groups are set up, video or images may or may not be sufficient. If the group is a videostream for the client but the participants are all in the same place, then shelf setups or prototypes may be used as they would in a traditional setting. Care simply needs to be taken in considering how, where and when the groups will convene.

Best for: Projects that really require a more traditional setup but need the additional flexibility the Internet can provide either in recruitment, client needs or stimuli.

Bottom line: If an organization is comfortable with qualitative techniques in general, there's no reason not to seek out suppliers of video or Web groups.

Non-traditional techniques

Some of the newer innovative techniques in online qualitative work are simply not comparable to traditional methods because they rely so heavily on the technology or platforms that are used. They may also be the techniques that are most confusing or risky to some researchers. The techniques most often associated with this classification are mobile qualitative, immersive online platforms and online journaling.

There are a couple characteristics that are common to these three and contribute to their effectiveness

relative to traditional means of data collection. The first is the asynchronous nature of the collection. Convenience is valued very highly by modern consumers and the ability to participate when time permits (rather than at a specific time determined by the researcher) can lead to greater engagement and more candid responses. Additionally, being able to respond to stimuli in situ rather than in a contrived environment can add considerable value to the study.

The second characteristic is the limited nature of the available pool of respondents. This affects online journaling to a lesser degree than mobile qual or immersive platforms but researchers should understand that the respondents who feel comfortable enough to participate in these types of studies are still relatively unique. Some of these consumers would likely be included in traditional methods anyway but not all those who would participate in a focus group would be able (or willing) to participate in a mobile study. It's not that this means those methods are less valuable; it just means that researchers need to be aware of the potential differences in respondent pools.

Mobile qualitative

What they do well: Cost-effectively capture thoughts, opinions, images and other data at the point of experience. Consumers have to rely less on recall and can more accurately relate how long it took to find a display, how often they heard a particular phrase or share what they particularly liked about a given experience.

Objectives that work well: Testing concepts, products or messages that are already on the market. These may lead to new ideas or concepts but the experience needs to be readily available in order for mobile to make sense.

Caveats: It's easy with some platforms to get hundreds of responses and there is the temptation, much like with MROCs, to count those responses as quantitative data – this would be a mistake. Also, some platforms make analysis easier than others, so it's worth exploring with a supplier how results will be delivered. If it is too time-consuming to digest or use the information, then it may not be worth the investment.

Best for: Getting real-time feedback on issues, environments and concepts that are already available and might suffer from deterioration if recall is too far removed from the experience itself.

Bottom line: While in no way traditional, the ability of researchers to access thoughts or opinions closer to the actual experience make them a valuable addition to many research arsenals.

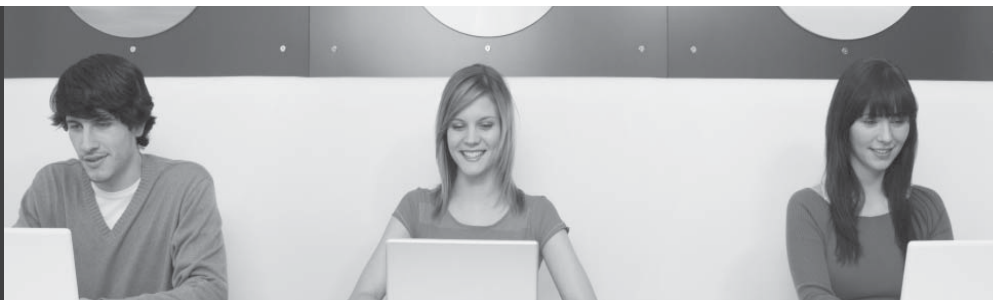
Immersive online platforms and online journaling

Immersive online and journaling tend to go somewhat hand-in-hand. Neither is dependent on the other and researchers can absolutely use them independently. However, the value they each provide feeds the other. Many immersive platforms utilize or offer journaling and many journals

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feed into other activities supported by online immersive platforms. The end result is typically a kind of ethnographic peek into the lives of consumers that facilitates more intimate levels of sharing.

What they do well: These techniques also cost-effectively capture thoughts, opinions, images and other data at the point of experience as well as within the context of consumers' lives in general.

Objectives that work well: Studies that might traditionally look to ethnography for in-depth representation of consumer lives within certain contexts like health and wellness, outdoor experiences or shopping excursions.

Caveats: While there are aspects of ethnographic research that are a part of how this data is collected, it is not ethnography and shouldn't be considered as such. If what the organization truly needs is ethnography, this technique can inform and potentially direct what that looks like but it should not be considered a replacement for a trained ethnographer experiencing the same things as the consumer. Additionally, these techniques tend to generate a lot of data, so having a plan for how to attack the analysis is essential.

Best for: Projects that need a lot of depth and the ability to dig past surface impressions without going to the expense of full ethnography.

Bottom line: If an organization has to choose one type of new methodology to try, this one should be top of the list. It is a very cost-effective and valuable technique to add understanding, dimension and context to a business issue.

Supplier-client partnership

One thing to keep in mind is that a lot of these newer techniques are billed as DIY opportunities for organizations to do research without the cost of going to full-service suppliers. That is certainly true and can be very effective, but there is really no substitute for third-party objectivity.

The best scenario is one where

there is a partnership between a supplier and the client so that the cost-effectiveness of these techniques can be fully realized while at the same time the supplier maintains the helpful objectivity that comes from not being entrenched in the day-to-day operations of the client. This partnership might mean that the client does everything but analyze the results and write the report or perhaps the client hires a professional moderator. Whatever the right balance is, having that balance will

inherently boost the value of any of these techniques.

There is power and utility in the emerging world of qualitative data collection; seizing that power is simply a matter of making sure the technique fits the objective. ¹

Nicole Freund, consumer research manager at The Coleman Company, Wichita, Kan., will be leaving the firm this month to pursue a Ph.D. in community psychology. She can be reached at 316-737-0582 or at nmfreund@gmail.com.

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●●● hybrid research

Qual, meet quant

The benefits of marrying two complementary research approaches

| By Isabelle Albanese



snapshot

The author explores her company's experiences with combining qualitative and quantitative methods, with the goal being to capitalize on the strengths of both types of research.

You might be getting tired of the same old research. Focus groups, IDIs, online bulletin boards, surveys, tracking studies. Ho-hum. Perhaps you've been wondering what else can you do to push your research methodology to the next level? What can add some cohesiveness to your research plan? The answer is quali-quant. It's that beautiful marriage of insight and understanding and validation by numbers. There are so many ways to incorporate the quali-quant methodology into your next research recommendation – from on-site keypad response to pre- or post-qual surveys to pre-conjoint qual studies that help define the best levels.

At the end of the day, you've got broad-based, actionable insight brought about by qualitative learning that helps make the numbers talk – or even sing! The cohesiveness and truth are uncovered when the qual and the quant are woven together to help support insight discovery and recommendations. The net result is a stronger, more actionable research recommendation – and more importantly, stronger, more actionable research results.

Qualitative benefits

Reviewing all the benefits of qualitative research might also be a bit humdrum. You know why you do the research you do. But for discussion purposes, let's agree to a simple baseline of qualitative benefits. Here they are, from my perspective: insight, understanding, truth, inspiration.

Sure, you can name several more benefits of conducting qualitative research. Just keep those in your head as further backdrop as you move through the article.

Insight. One of the research-related LinkedIn groups has spent more than a year now collecting one-word definitions of "insight." You've probably seen a hundred of them. They range from "idea" to "awareness" to "BAM!" Here's my take on it: It's that aha moment (I'm sure this was also one of the one-word responses) when that light goes off and your questions are answered; when consumers' thoughts and behaviors are explained. It's feeling confident and comfortable about what you need to do next to market a product or service because you have discovered the



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consumer's truth – that often-elusive nugget that motivates feelings, attitudes, behavior and purchase power. You know the moment you hear it or find it. Sometimes you just feel it in your gut. Then it just keeps getting clearer and clearer and deeper and deeper. Insight is that wonderful intersection of brain and heart. It's clarity and emotion imprinted on one another.

Understanding. Qualitative research is the great explainer. It helps the researcher understand what otherwise might be unexplained by segmentation studies, blips in trend and tracking studies or questions about why a quant study revealed what it did. Getting up close and personal with the consumer and listening intently to their articulation helps us understand the great "Why?" This enables us to formulate recommendations and plans of action that specifically address consumer behavior. Understanding is knowing. It's empathizing with the target group now that some pivotal piece of insight or information is revealed. "Oh, now I get it." Understanding means you can make sense of consumers' behavior in the marketplace.

Truth. Qualitative research helps us get at the consumers' underlying truth. We spend time with consumers – whether it's two hours in a focus group or two days in an ethnographic interlude or over the course of three or four days reading and responding to online bulletin posts, we get personal. Doing so enables us – if we are good at our craft – to get to know the consumer's truth. When we find it, we are empowered by it because maybe we then come to own a little piece of it. Because we can put our qualitative researcher stake in the fertile ground of consumer discovery. Knowing their truth enables us to make clear and unequivocal recommendations for how to talk to them and to relate to them in the marketplace. Truth is pure and once found cannot be denied.

Inspiration. Qualitative research is inspiring, isn't it? As a qualitative researcher, I am constantly inspired by consumer discoveries – by the insights, the understanding and the truths we elicit and unveil. I am inspired not only to make recommendations to clients for their brands and products and services but also inspired by the consumers themselves. They inspire us to think differently; to think bigger; to expand

our ideas and our research horizons; to inform the next leg of the research or the next research project. Inspiration is enlightenment. When we are inspired, we fall in love with our craft all over again. The qualitative research that we do is enlightening but . . .

The benefits of quant

Technically speaking, I'm not a quantitative researcher by trade. I came to the qualitative research business by way of Madison Avenue, having first spent 15 years in the advertising agency business in New York and Chicago. I made it all the way up to being a senior vice president of planning at J. Walter Thompson. So I know about communication and advertising research. And developing brand strategies. And reading tracking studies and A&U studies, segmentation studies and BASES II studies and survey results.

To tell you the truth, that's not really what jazzed me about the research business. I always liked the qual part (see above!). But I can tell you with much certainty that my esteemed client partners love the studies and surveys! It's what they rely on to make marketing decisions about branding, promotion, packaging, positioning, pricing, line-extending or even brand-killing. Numbers are important. They support the request for funding – advertising, R&D, packaging – even sometimes for more qualitative research. They support arguments for following certain directions. And of course I can understand that.

Quantitative research does provide the data and data analysis to make marketing decisions with a comfortable degree of certainty. So from a qualitative researcher's perspective and for purposes of this article, let's agree some of the benefits to quant research are: measurement of performance; analytics to inform direction; prediction; confidence in decision-making.

Blending of benefits

So what is research "cohesion"? It is the brilliant blending of benefits of qualitative and quantitative methodologies applied to a single research objective in order to yield the deepest, richest, most action-oriented results. It's not right for every research objective but it is or can be right for many of the qualitative projects your company does right now.

But if quantitative research is not

exactly the strongest part of your game, you're going to need help from some of those fantastic quantitative partners out there. We've partnered with a sample company for surveys and a couple of on-site statisticians to do what we need to do. A few of our clients really like this approach and we've been doing it for them for the past five years. Our reports include an analysis of both the quantitative results and the qualitative results. Our clients get the value of one "voice" providing a cohesive analysis on the numbers and what they mean in a practical sense. Their confidence in the research relative to what they can do with it soars.

Here is an overview of some variations of the cohesive (quali+quant) approach:

Quantitative methodology followed by qualitative. To explore and, if necessary, explain the whats of the quant and reveal the whys. To explore different directions of the whats. To reveal emotional connections and underlying motivators. Puts emotional "meat" on the rational "bones."

Qualitative followed by quantitative followed by more qualitative. To make truth and insight discoveries on an emotional level, then validate and confirm the insights by exploring multiple consumer behaviors via super-size quant sample, followed by illuminating qualitative on the back end to help organize and provide deeper understanding of the quantitative learning to ultimately provide confident recommendations.

Simultaneous quali-quant. Using keypads to record answers to a series of closed-ended questions in a qualitative environment (e.g., a focus group facility), this methodology is conducted among roughly 100 respondents and is immediately followed by smaller sub-groups selected to provide qualitative exploration to explore the whats and reveal the whys. Clients often use this methodology when time and budget are constrained yet they need something more than "just a focus group" to make actionable recommendations on next steps.

Case study: quantitative followed by qualitative – digital media storage

This truly integrated project began with a 500-respondent survey conducted to explore the awareness of, interest in and engagement with the

next generation of digital video content storage (e.g., digital lockers), including consumers' willingness to pay. The survey revealed a wealth of learning on current behavior, intent, awareness and understanding of various modes of digital media storage. But many questions emerged that warranted further exploration within a qualitative environment. During subsequent focus group discussions, respondents were exposed to a few key survey results and asked to help uncover some of what might be underlying motivators.

The outcome: Turns out in a few cases, survey results were inconsistent with qualitative discovery. For example, of the five types of video content reviewed among survey respondents, movies (72 percent) and TV shows (48 percent) were ranked the top-two most likely to be stored in a hypothetical digital library/locker. Music was ranked a close third, with 44 percent top two-box, driven by the 18-24 age group. However, focus group respondents had a different priority ranking, with music and photos emerging as the most likely content to be stored in their hypothetical digital lockers. And while the survey reported a music skew to the 18-24 age group, the qualitative learning indicated music content storage as a priority across age groups.

Most importantly, qualitative participants helped put into perspective what might have driven movie content storage to the top spot in the survey, explaining that movies would only surpass music in importance if it meant "home movies," not theatrical releases. This could possibly have explained the high ranking in the survey and provided interesting insight into how consumers may be defining "movie content."

Case study: qualitative followed by quantitative followed by more qualitative – the move to mobility
This level of cohesion linked research phases in a successive chain and provided iterative learning, resulting in a holistic understanding of attitudes and behaviors of smartphone users relative to usage, functionality, specific use of apps and how mobile technology has impacted their everyday lives. Qualitative interviews and group discussion were employed to help uncover consumers' emotional attachment to their smart-

Motivates you to purchase more [BRAND NAME] products							
	Concept A	Concept B	Concept C	Concept D	Concept E	Concept F	Concept G
5 Strongly Agree	24 26%	21 22%	24 26%	10 26%	5 13%	15 16%	9 18%
4 Agree	37 39%	44 47%	48 51%	9 24%	9 24%	31 33%	16 31%
3 Neither Agree nor Disagree	23 24%	17 18%	18 19%	10 26%	8 21%	32 34%	12 24%
2 Disagree	8 9%	9 10%	4 4%	8 21%	13 34%	14 15%	11 22%
1 Strongly Disagree	2 2%	3 3%	0 0%	1 3%	3 8%	2 2%	3 6%
Top 2 box	61 65%	65 69%	72 77%	19 50%	14 37%	46 49%	25 49%
Bottom 2 box	10 11%	12 13%	4 4%	9 24%	16 42%	16 17%	14 27%
Valid Base	94	94	94	38	38	94	51
Mean	3.78	3.76	3.98	3.50	3.00	3.46	3.33
Standard Deviation	1.00	1.01	0.79	1.18	1.21	1.00	1.18
Significance	EFG	EFG	DEFG	C	ABCF	ABCE	ABC

phone. These discoveries informed a survey design, conducted among 3,282 smartphone owners, which examined 15 possible smartphone activities. Following analysis of the survey results, the cohesion chain was completed with another round of qual to help explain some preferences as well as some age and gender skews uncovered in the quant (e.g., news/sports/weather; access social/business network; find a location, upload videos, etc.).

The outcome: The cohesion of qual and quant consumer discovery in this example meant starting out with a more well-defined survey, using specific mobile activities most emotionally important to smartphone users. Following up with additional qualitative discussion enabled probing into those activities which skewed by age and/or gender in the survey to help explain these variances and add context and emotion. Our client published the results

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of this study in a white paper which received worldwide circulation and exposure. In net, they used this chain of research cohesion with complete confidence to report, predict and recommend.

Case study: simultaneous quali-quant – packaged goods positioning concept

Here the goal is quick, action-oriented results for speedy decision-making. In this methodological scenario, clients not only get the numbers but they get them fast and complete with instant explanation and understanding. Table 1 shows an example of the data coming out of an on-site quali-quant project where seven positioning concepts for a well-known consumer packaged goods brand were exposed. They needed to select the best concept so that a number of agencies could develop creative ideas for a new advertising campaign. This was really important because the best ideas stood to win a pretty significant portion of their advertising business.

As with any advertising/creative development project, the timetable was “yesterday,” so they couldn’t really go down the more traditional path

of concept and then copytesting. And the stakes were too high to rely on “just” qualitative consumer response, which in the highly sensitized scenario of agency competition can be subject to wild and loose interpretation. It was for these reasons both the client and ad agencies involved were receptive to this idea of methodological piggybacking, so to speak.


This methodology included about 10 questions using a five-point agreement scale for each concept exposed. Questions covered the following areas: purchase intent/motivation; ability to make the consumer think differently about the brand/product; ability to set the brand apart from competitive brands; overall brand fit; and believability.

The outcome: This research – along with the qualitative discussion which immediately followed to help break open questions on comparisons across concepts, collection and tabulation of data – enabled the client to narrow down the concepts from seven to three and thus “safely” and confidently narrow down the agency

participation as well. Without the quant portion of this research, agency elimination would have seemed more arbitrary and anecdotal.

Imagine other combinations

I’d like to think that by this point in the article, you have already thought about one or two projects that could benefit (or maybe a past one that could have benefited) by employing research methodology cohesion. Or better yet, that you can already imagine other combinations of quantitative and qualitative methodologies that can combine for stronger, more cohesive insight discovery and more confident action plans for your business.

The learning, analysis and recommendations can deliver more validated insights, enable more in-depth consumer understanding, reveal more inherent and motivating consumer truths and inspire confidence and trust from our clients – which, as researchers, is always a good, cohesive goal! 

Isabelle Albanese is president and founder of Consumer Truth, a Hinsdale, Ill., research firm. She can be reached at isabelle@consumertruth.com.

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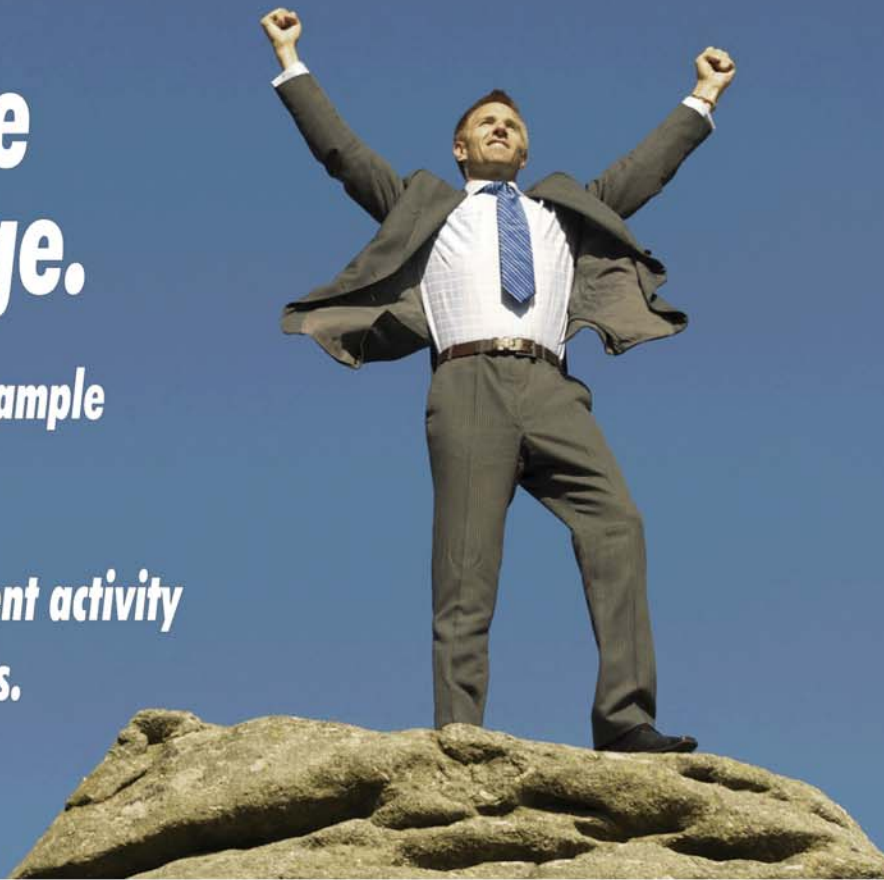
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Names of Note

■ **Lauren Demar** has been appointed deputy CEO of *Ipsos Marketing*, a New York research company. Demar will maintain her current role as global CEO of Ipsos InnoQuest, a division of Ipsos Marketing.

Additionally, Ipsos InnoQuest has hired **Josef Zach** as director, research and development, product testing. Zach will be based out of the company's Munich, Germany, office.

■ *The Coca-Cola Company*, Atlanta, has named **Stan Sthanunathan** global vice president, marketing strategy and insights.

■ *Pulse Group PLC*, a Kuala Lumpur, Malaysia, research company, has appointed **Aditi Mitra** to its client development team.

■ Portland, Ore., research company *Revelation Global* has named **Jessie Janego** online qualitative project manager and **Jennifer Philips** director, sales, Northeast.

■ *The Advertising Research Foundation*, New York, has named **Gayle Fuguitt** president and CEO.

■ *The NPD Group*, a Port Washington, N.Y., research company, has restructured its senior management team. **Randy Smith** has been named group president, product management and development and **Dennis Brown** has been named group president, commercial

business, Americas. **Karyn Schoenbart** will continue to serve as president and COO.

■ Elkins Park, Pa., language services company *CETRA Language Solutions* has hired **Robin Smith** as project manager, interpretation services, and **William Gao** and **Mark Newman** as project manager, translation services. CETRA has also appointed **Hans Breuer** as manager, business development, Europe, for CETRA Ireland, and **Gabriela Luta** as project manager, CETRA Ireland.

■ **Robert (Bert) Goyne** has been named account executive at Paris research software company *Askia*. Goyne will be based out of the company's San Francisco office.



Goyne

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

■ **Dyna Boen** has joined New Orleans research company *Federated Sample* as vice president.

■ **Allan Shaw** has been named sales manager at Surrey, U.K., research company *MARSC Limited*.

■ **Phil Jackson** has joined the health care research team at *Decision Analyst Inc.*, an Arlington, Texas, research company.

■ *Food Perspectives Inc.*, a Plymouth, Minn., research company, has promoted **Lisa Mocerì** to senior vice president, finance and administration.

■ Omaha, Neb., research company *Infogroup Targeting Solutions* has hired **Sumit Bhalla** and **Suzanne Darling** as vice president, client services; **Lynne Bolen** as vice president, marketing strategy and insights; and **Madhu Gosh** as vice president, analytics.

■ *Market Decisions Corporation*, a Portland, Ore., research company, has promoted **Alice Blackwell**,



Blackwell



Lahmers



Sokolov

Jakob Lahmers and **Dima Sokolov** to partner.

■ New York research company *GfK* has hired **Chris Fabber** as senior vice president, panel operations, consumer experiences, North America, and **Audra Priluck** as vice president, business development, media and entertainment, North America. Priluck will be based in Burbank, Calif.

■ *Harris Interactive*, a Rochester, N.Y., research company has hired **Matt Knoeck** as senior vice president, health care, and **Sharon Albert** as vice president, marketing.

■ **Yaron Brenman** has been named vice president, sales and marketing, at *Ugam Research*, Mumbai, India.

■ Encino, Calif., research company *uS-amp* has hired **Robert Clancy** as senior director, insights and strategy.



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■ *MarketVision Research*, Cincinnati, has hired **Frank Gutowski** as research director, custom qualitative; **Ashley Ice** as programmer; and **Jennifer Hall** as manager, quantitative field operations. Hall will be based in Philadelphia.

■ **John Mitchell** has joined Waltham, Mass., research company *Applied Marketing Science Inc.* as principal, product and process innovation.



Mitchell

■ **Mary Rubin** has been appointed vice president at Los Angeles research company *Vital Findings LLC*.

■ New York research company *WorldOne* has appointed **Kerry Hicks** as board chairman.

■ Vancouver, B.C., research company *Vision Critical* has promoted **Gord Bazley** to chief strategy officer.

■ *ORC International*, a Princeton, N.J., research company, has named **Simon Kooyman** CEO.

■ Indianapolis marketing firm *ExactTarget* has hired **Chad White** as principal, marketing research.

■ **Joel Vaslow** has been promoted to COO of *The MSR Group*, an Omaha, Neb., research company.

■ Chicago research company *Mintel* has hired **Hannah Roberts** as vice president, global insight, beauty and personal care, and **Tonya Roberts** as multicultural analyst, reports.

■ *SurveyUSA*, a Clifton, N.J., research company, has hired **Mort Goldstrom** as senior vice president, business development.

■ Westport, Conn., research company *reInvention LLC* has hired **Ryan Jay** as vice president, global operations. Jay will be based out of the company's Los Angeles office.

■ **John Davis** has joined Melbourne, Australia, research company *Effective Measure* as global measurement scientist.

■ Wilton, Conn., research company *Toluna* has made several changes to its management team. **George Terhanian** has been named group chief strategy and products officer; **Mark Simon** managing director, Toluna North America; and **Julie Paul** senior vice president, online communities. **Paul Twite** has been promoted to managing director of Toluna's U.K. office.

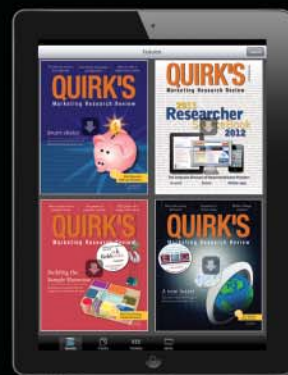
■ New York research company *Millward Brown* has appointed **Soumya Saklani** as managing director, Millward Brown Sub-Saharan Africa, and **Chris Githaiga** as managing director, Millward Brown East Africa.

■ **Richard Ingleton** has been named CEO of London research company *TNS*.

■ Port Washington, N.Y., research company *Paradigm Sample* has hired **Charles Voss** as vice president, sales.

■ Manchester, U.K., research company *B2B International* has hired **Catherine Firth** as research manager, **Ben Thompson** as research analyst and **Simon Granger** as finance manager. **Ian Lloyd** has also joined the company's data processing department.

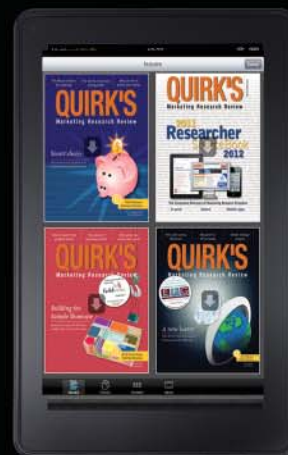
■ *M3 Global Research*, Washington, D.C., has made the following appointments: **Bill Friedrich**, director, research services; **David Deutsch**, senior vice president, qualitative research; **Marilyn Blumenthal**, client specialist; **Sheryl Lowenhar**, strategist; **Michael Wildt** and **Estuardo Torres**, vice president, market research; **Alex Boethis**, manager, bidding and procurement; **Angelina Yatsenko**, assistant director, operations; **Andrea Ralyea**, **Priya Ramnarayan**, **Amir Forouzan**, **Beth Reilly** and **Ambika Sikka**, senior project manager; **Rob Warpas**, **Duane Joseph** and **Michael Bondiskey**, project manager; **Leo Ladyzhensky**, director, programming services; and **Victor Ochkovsky**, manager, programming and data processing.



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Research Industry News

News notes

■ New York organizations the **Interactive Advertising Bureau**, the **Mobile Marketing Association** and the **Media Rating Council** have issued Mobile Application Advertising Measurement Guidelines, a complement to Mobile Web Ad Measurement Guidelines. The new guidelines address in-app advertising and provide assistance in determining the quality of ad analytics and measurement.

Topics covered include app coverage and basis for projection; the app testing and release process; enhancing ad impression tracking accuracy; user-initiated ad actions or information gathering; general reporting parameters; disclosure guidance; and auditing recommendations.

The guidelines are available for review at www.iab.net/inappguidelines.

■ **The Federal Trade Commission** (FTC), Washington, D.C., has approved a final order settling charges that Boston research company **Compete Inc.** violated the Federal Trade Commission Act by using its Web-tracking software that collected personal information without disclosing the extent of the information it was collecting through its products and third-party Web tools. The FTC complaint alleged that the company also took steps that placed consumers at risk, as well as misrepresented that it would protect the personal data it collected.

The final settlement order requires

Compete to obtain consumers' express consent before collecting any data from its software downloaded onto consumers' computers; delete or anonymize the use of the consumer data it already has collected; and provide directions to consumers for uninstalling its software. In addition, the settlement bars misrepresentations about the company's privacy and data security practices and requires that it implement a comprehensive information security program with independent third-party audits every two years for 20 years.

■ The United States Court of Appeals for the 11th Circuit affirmed the dismissal of Sunbeam Television Corporation's antitrust lawsuit against New York researcher **The Nielsen Company**. The District Court had found that Miami-based Sunbeam failed to show that Nielsen blocked any competitor from establishing a syndicated television audience measurement service in the Miami market and lacked antitrust standing to assert its Sherman Act and Florida Antitrust Act claims against Nielsen. The 11th Circuit agreed. The court also found that Nielsen was justified in rolling out its Local People Meter service in Miami, replacing the previous meter-diary system.

Acquisitions/transactions

■ Danbury, Conn., research company **IMS Health** has acquired **Appature**, a Seattle marketing software company.

■ **Facebook**, San Francisco, has acquired the Atlas Advertiser Suite for campaign performance measurement from **Microsoft**, Redmond, Wash. Atlas will continue to operate out of Seattle.

■ **Millennial Media**, a Baltimore mobile advertising network, has acquired San Francisco research company **Metaresolver** in an all-cash transaction. Metaresolver will continue to be based out of San Francisco.

■ **MSW Research**, Lake Success, N.Y., as

acquired **ARS**, an advertising research division of Reston, Va., research company comScore Inc. The resulting company will be called MSW•ARS Research.

■ **MDC Research**, Portland, Ore., has purchased **Ecker & Associates**, a San Francisco focus group facility.

Alliances/strategic partnerships

■ New York research company **Experian Marketing Services** has partnered with **Research Now**, Plano, Texas, to offer multichannel marketers self-reported insights about select consumer activities from regular surveys with aggregated and anonymous research about their associated online behavior. The alliance extends to operations in the U.S., U.K., Canada and Australia.

Awards/rankings

■ **Kristin Luck** of Decipher Inc., a Fresno, Calif., research company, has been named one of the *Portland Business Journal's* 2013 Woman Entrepreneur of the Year award winners. Recipients were chosen based their contributions to and influence on the business community. Luck is based out of Decipher's Portland, Ore., office.

Separately, **Decrypt**, the London branch of Decipher, won the Best in Biz Awards 2013 EMEA Enterprise Product of the Year category for its Beacon software platform.

■ **The Brand Activation Association**, New York, has named the winners of the inaugural Brand Brilliance Awards, created to honor individuals for outstanding achievement in brand activation, industry impact, legacy and creativity. **Paramount Farms International LLC's** Wonderful Pistachios "Get Crackin'" campaign won the Active Brand Award for driving equity, engagement and sales. **Red Bull USA's** Stratos Project won the Game Changer Award for challenging the status quo and changing the industry through a unique approach to marketing. **Chipotle Mexican Grill's** "Food with



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Integrity” sustainable farming campaign won the Hero Brand Award for making the world a better place while building the legacy of the brand. **Allstate Insurance’s** “Mayhem” campaign won the Inspiration Awards for inspiring consumers to take action through insightful strategy and superb creative.

■ German software firm **cluetec** has been awarded the Platinum version of the European Seal of e-Excellence for its mQuest mobile survey technology. The seal recognizes global digital-economy players for their achievements, innovations and interactive marketing strategies.

New accounts/projects

■ **Nectar**, a London loyalty program, has selected Shelton, Conn., research company **SSI** to build and manage the Nectar Canvass, an online survey sampling tool designed to allow respondents to opt into a panel and earn points for feedback. Additionally, the partnership allows SSI to offer its clients access to thousands of Nectar panelists, segmented by usage and lifestyle attributes.

■ London research company **TNS** has extended its contract with the **European Commission** and the **European Parliament** to manage the Eurobarometer Qualitative studies for another four years.

■ **US Airways**, Tempe, Ariz., has adopted Encino, Calif., research company **uSamp’s** The Whiteboard, an invitation-only B2B panel, for US Airways Dividend Miles members. US Airways loyalty members will be invited to take short surveys and be rewarded with extra miles, gift cards or loyalty points.

■ **Schlesinger Interactive**, a division of Iselin, N.J., research company Schlesinger Associates, has adopted Fresno, Calif., research company **Decipher Inc.’s** Beacon survey software and Netherlands research software company **Nebu’s** Dub Knowledge panel management software.

Additionally, **Directions Research**, Cincinnati, has also adopted the Beacon platform.

■ **HSN**, Clearwater, Fla., has extended its contract with **Study Hall Research**,

Tampa, Fla., through 2013.

■ **ABC, ABC Family** and **ESPN** have adopted New York researcher **The Nielsen Company’s** Nielsen Online Campaign Ratings to manage demographic guarantees for online video campaigns.

■ Los Angeles research company **dialogue** has chosen Wilton, Conn., research company **Toluna’s** PanelPortal Online Communities product to power its Travel Talk community.

New companies/new divisions/relocations/expansions

■ Reston, Va., research software company **Clarabridge Inc.** has opened a San Francisco office at 235 Montgomery, suite 630. Jeff Rosen will lead the operation.

■ **Facts International**, an Ashford, U.K., research company, has opened an office in Sydney, Australia. The office is online at www.factsinternational.com.au. Jo Brockhurst will oversee the location.

■ Rotterdam, Netherlands, research company **SKIM** has relocated its London office.

■ New York research company **GroupM** has launched **GroupM Consulting Services**. The division will be led by Ernie Simon.

■ **Gongos Research**, Auburn Hills, Mich., has formed **O2 Integrated**, a consultative unit dedicated to assisting Global 1000 companies. Jason Raguso has been appointed to lead the practice.

■ London research company **TNS** has been licensed to conduct business in Myanmar. **TNS Myanmar** will be led by Jason Copland.

■ Claire Duffy and Craig Smith have launched **Snapcracker Research + Strategy** in Willoughby, Australia. The company is online at www.snapcracker.com.au.

■ Leeds, U.K., research company **Nunwood** has opened two additional Australian offices in Brisbane and Melbourne.

■ **Vital Insights**, a Mississauga,

Ontario, research company, has opened two European offices near Paris and London to serve France-Benelux and the U.K.-Nordics region.

■ **Survey Dynamics LLC**, a Chicago research company, has launched a polling service, dubbed **Survey Trends**. The firm is online at www.surveytrends.us.

■ New York research company **Ipsos Marketing** has renamed its Market Understanding and Measurement practice **Ipsos MarketQuest**.

■ Kantar-owned research companies **The Futures Company**, Chapel Hill, N.C., and **TRU**, Chicago, have integrated to focus on youth research. Kevin Brown and Peter Zollo will oversee the operation.

■ **Ipsos Hong Kong** has launched **Ipsos ERM** (employee relationship management) in Asia-Pacific. The practice will focus on talent attraction and employer branding, as well as leadership development and staff retention strategies.

Research company earnings/financial news

■ **Ipsos**, Paris, announced full-year 2012 revenues of 1,789 million euros. In fourth-quarter 2012, revenues declined 1 percent compared to the same period in 2011.

■ **The GfK Group**, Nuremberg, Germany, increased sales by 10.2 percent in 2012 over 2011.

■ **Arbitron Inc.**, Columbia, Md., announced results for the fourth quarter and full year ended December 31, 2012. Net income for fourth-quarter 2012 was \$13.4 million, compared with \$14.1 million in the prior-year period. Revenue was \$124.7 million, a 3.8 percent increase over fourth-quarter 2011.

Net income for full-year 2012 increased 6.8 percent to \$56.9 million, compared with \$53.3 million in 2011. Revenue was \$449.9 million, an increase of 6.5 percent over 2011.

■ **Management Analytics**, Wilton, Conn., achieved revenue expansion of over 50 percent in 2012.

CALENDAR OF EVENTS

●●● can't-miss activities

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.

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.

The Advertising Research Foundation will hold its annual conference, themed "Audience Measurement 8.0," on **June 10-11** at the Marriott Marquis in **New York**. For more information visit www.thearf.org/am-8.

Strategy Institute will hold a conference, titled "Customer Experience Strategies Summit West," on **June 18-19** at the Rosewood Hotel Georgia in **Vancouver, B.C.** For more information visit www.customerexperiencewest.com.

ESOMAR will hold its 3D digital dimensions conference, themed "(Online + Social Media + Mobile) Research," on **June 23-25** in **Boston**. For more information visit www.esomar.org.

IIR will hold a conference, themed "Shopper Insights in Action," on **July 15-17** at the Swissotel **Chicago**. For more information visit www.shopperinsightseven.com.

The Merlien Institute will hold a conference, themed "Market Research in the Mobile World North America," on **July 16-18** at the Minneapolis Marriott West in **Minneapolis**. For more information visit www.mrmw.net.

The International Quality and Productivity Center will hold its annual customer analytics and intelligence conference, themed "Getting Beyond 'Big Data': Customer Intelligence from Satisfaction to Sales," on **July 22-24** in **San Diego**. For more information visit www.customeranalyticsevent.com.

The International Quality and Productivity Center will hold a conference, themed "Big Data Exchange," on **September 22-24** in **San Francisco**. For more information visit www.bigdataexchange-usa.com.

ESOMAR will hold its annual congress on **September 22-25** in **Istanbul, Turkey**. For more information visit www.esomar.org.

The Mystery Shopping Providers Association will hold its annual conference on **September 24-26** at the Marriott

Riverwalk in **San Antonio**. For more information visit www.mysteryshop.org/events.

The Council of American Survey Research Organizations will hold its annual conference on **October 7-10** at the Four Seasons Westlake Village in **Los Angeles**. For more information visit www.casro.org.

The Merlien Institute will hold a conference, themed "Market Research in the Mobile World Europe," on **October 8-10** in **London**. For more information visit www.mrmw.net.

Sawtooth Software will hold its annual research conference on **October 15-18** in **Dana Point, Calif.** For more information visit www.sawtoothsoftware.com.

The Marketing Research Association, Quirk's and the Market Research Executive Board will host the Corporate Researchers Conference on **October 16-18** at the Fairmont **Dallas**. For more information visit <http://crc.marketingresearch.org>.

IIR will hold its annual conference, "The Market Research Event 2013," on **October 21-23** at the Gaylord Opryland Hotel in **Nashville, Tenn.** For more information visit www.themarketresearchevent.com.

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

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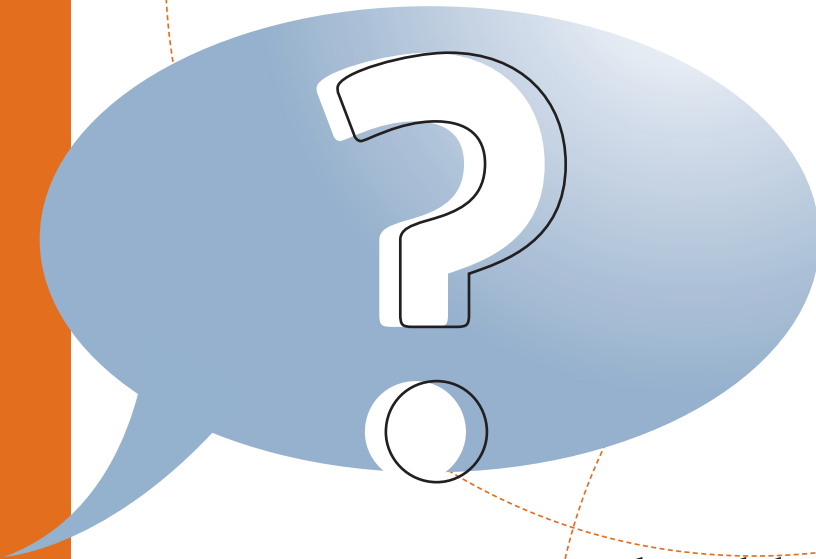
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Questions you should ask when selecting a moderator

After the project is completed, what are your deliverables?

Most qualitative researchers offer a variety of reporting approaches ranging from written report (toplines, executive summaries, full reports, etc.) to in-person presentations. The type of reporting will vary depending on your needs and pricing considerations. At the end of the project your organization should have learned more about how your customers feel in a way that aligns your marketing efforts with the needs of your customers.

Can you help me determine where should we hold our focus groups?

A skilled qualitative researcher should be able to help you choose which market or markets to visit. Obviously, you should interview people in the markets where you have customers. If you are in many markets, you should pick representative markets, but also consider a good spread by geography and size of market. As the economy grows ever more global, regional differences in many product categories

have been evaporating. However, with some categories regionality is still important.

What is your philosophy of moderating?

The answer should be in line with the client's general approach to marketing research and also align with the client's corporate culture and with the type of product or service being researched. For example, if the client firm is a staid, no-nonsense company, its in-house researchers may not be comfortable with a moderator who uses a variety of exploratory projective techniques.

Here are my project objectives - what would be the best qualitative approach to accomplish them?

Keep an open mind as to which is the best methodology: online or offline, focus groups or in-depth interviews, ethnography or in a facility. Think about your customers - how they can be reached best and how well would they respond to each methodology? A strong qualitative researcher should be able to consult with you and help you identify the best methodologies for your project.

Special thanks to the Qualitative Research Consultants Association and Judy Langer, president of New York-based Langer Qualitative, for providing input on the questions and responses.



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Focus Group Moderator Directory

Following is a list of over 240 moderators at 138 firms. These firms have paid to be included in the magazine version of the directory. The directory has three sections. The first section lists all the firms alphabetically and includes their contact information along with the names of the moderators they have on staff. The second section cross-references firms by the industries and markets they specialize in and the third section is a personnel cross-reference of the moderators. For your convenience, this directory is also available at www.quirks.com. (The online version lists 1,000 moderators at nearly 900 firms.)

Focus Group Moderator Directory Table of Contents

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Industries & Markets Cross-Reference	p. 98
Personnel Cross-Reference	p. 104



A searchable version of this directory is available at www.quirks.com



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www.surveyservice.com

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ARG, a SurveyService Company, specializes in understanding behavior, attitudes and decision-making, utilizing custom-designed research solutions to drive growth, innovation and change. We believe that the success of any qualitative study is dependent upon the skills of the moderator, a well-thought-out study design and respondent screener and working in collaboration with our clients to accomplish their research goals and objectives. Through the design and implementation of innovative research solutions, coupled with exceptional creative problem solving abilities, we are the link to the voice of the customer and the market. We specialize in health care and wellness, customer satisfaction and market assessments.

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qualitative research differently, engaging consumers in new ways to get deeper insight and understanding that goes beyond what typical qualitative methods yield. You'll see a difference in our analysis as well. As a research and strategy company, we are skilled in making research meaningful and actionable. Get off the beaten path, take Alternate Routes instead.

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Ed Kim

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AutoPacific's staff of experienced automotive qualitative research professionals have experience in U.S. and international projects. Methodologies include focus groups, in-home interviews, expert panel discussions,

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www.baltimorerresearch.com

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Burke, Incorporated

Cincinnati, OH
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info@burke.com
www.burke.com

Kendall Nash

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 Ph. 760-436-1462
 clgailey@cox.net
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California Consultants for Hispanic Research

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Our mission is to professionally deliver research insights and strategies to guide decisions and choices. Our services include moderating, ethnography, storytelling, on-premise/environmental interviews, plus IDIs and executive interviews. Our experience includes strategy development, evaluating: new products, concepts and communications. We identify new opportunities and provide recommendations that distinguish Campbell-Communications.

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New York, NY
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www.clarionresearch.com

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Jamie Stenziano

300+ sessions since 2006

Clarion Research offers a complete portfolio of innovative and trusted qualitative solutions. Our qualitative team is a group of highly-skilled strategic thinkers, equipped with the analytical and communication skills essential to understanding and interpreting key ideas. Clarion's qualitative methodologies include focus groups/mini-groups, triads and dyads, in-depth interviews (in-person, phone, online), online communities (MROCs), executive/professional interviews, online bulletin boards, ethnographies and Street Sessions (man-on-the-street) interviews. As a full-service research firm, Clarion also offers a full portfolio of quantitative research designs as well. When complex research designs call for both qualitative and quantitative, Clarion is uniquely qualified to apply its experience in both methodologies.

Complete Research Connection

Columbus, OH
Ph. 614-220-4120
info@crclr.com
www.crclr.com

Chelle Precht

1000+ sessions since 1993

With over 27 years of marketing research experience, I bring fun and energy to each and every study! I specialize in getting respondents to share their thoughts even on difficult topics and use a detail-oriented approach for project management.

Consumer Focus LLC

Plano, TX
Ph. 972-378-9697 or
sstewart@consumerfocusco.com
www.consumerfocusco.com

Sue Stewart

500+ sessions since 2001

Custom qualitative and quantitative research. Over 15 years of experience. Focus groups, in-depth interviews, brainstorming, ideation sessions. Specialties: customer relationships, direct marketing, financial services and insurance.

Consumer Truth® Ltd

Hinsdale, IL
Ph. 630-325-4660 or
isabelle@consumertruth.com
www.consumertruth.com

Isabelle Albanese

5000+ sessions since 1997

Ken Quaas

2000+ sessions since 2002

Consumer Truth is a marketing consulting company focusing on consumer insight. Our unique brand of Truth Discovery®, honed over 14 years, has built successful marketing and communication platforms for "star" brands in diverse categories spanning three continents. We are sought for our ability to elicit, recognize and recommend brand strategy based on a brand's pivotal asset - its Consumer's Truth. We are retained repeatedly for our smart solutions and honest, cut-to-the-chase style. Our Video Truth! Revue - a video summary of consumer insight - is a unique and dynamic way to tell the brand's story of insight.

**Creative Consumer Research**

Stafford, TX
Ph. 281-240-9646
ppratt@ccrsurveys.com
www.ccrsurveys.com

Arthur Pratt

1000+ surveys since 1978

Joyce Walter

700+ surveys since 1980

With offices located in Houston and Phoenix, CCR offers complete field service covering Texas, Phoenix and the surrounding areas. Large conference-style focus group rooms with one-way mirrors and large client viewing rooms. Taste tests, telephone interviewing, executive surveys, mall intercepts, door-to-door interviewing, mystery shops, store audits and computer capabilities available. Bilingual interviewing, moderators and translators available. CCR also offers project management for multiple-city projects. Hispanic and Asian moderators available upon request.

Creative Consumer Research

Tempe, AZ
Ph. 480-557-6666
ppratt@ccrsurveys.com
www.ccrsurveys.com

Arthur Pratt

1000+ surveys since 1978

Daniel Research Group**Daniel Research Group**

Belmont, MA
Ph. 617-484-6225
Steve@DanielRG.com
www.danielresearchgroup.com

Steve Daniel

1000 sessions since 1984

Helping clients understand the future. We are a full-service market research firm designing and executing studies among users and buyers of information technology products and services worldwide. Focus group studies employ our focus/IT methodology based on 25 years of experience in designing and conducting technology focus groups in technical, commercial and consumer segments. Our model-enabled consulting services apply sophisticated quantitative forecasting methodologies to aid in making strategic and tactical business and marketing decisions.

**Decision Analyst****Decision Analyst, Inc.**

Arlington, TX
Ph. 817-640-6166 or
jthomas@decisionanalyst.com
www.decisionanalyst.com

Jerry W. Thomas

5000 sessions since 1969

Melanie Lobo

450 sessions since 1998

Roger Wallace

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From in-person focus groups and depth interviews to ethnography and laddering techniques, Decision Analyst delivers highly-analytical and decision-oriented insights. Decision Analyst offers both in-person and online qualitative research services. In-person services include: focus groups, sensitized groups, dyadic and triadic interviews and depth motivational studies. Decision Analyst is a world leader in online qualitative research: time-extended online focus groups, time-extended depth interviews, online ethnography and online pseudo-depth interviews.

DLG Research & Marketing Solutions

Houston, TX
Ph. 713-795-5503 or
info@dlgresearch.com
www.dlgresearch.com

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700+ sessions since 1997

Elvia de la Garza-Morales

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Bilingual and bicultural moderators whose professional backgrounds encompass experience from all sides of the business: agency, client and supplier. This grants a richer understanding of the client's position - strengthening the approach to each project, identifying and tending opportunities and intuiting and delivering against clients' stated and unstated needs.

DMCotter Research & Strategy, Inc.

Dedham, MA
Ph. 781-956-8171
questions@dmcotter.com
www.dmcotter.com

Dan Cotter

800+ sessions since 1978

Dan Cotter is one of the nation's blue-chip moderators. Over the course of 30 years he has established a stellar reputation as an expert researcher who designs and conducts actionable focus groups and IDI projects for media organizations and others across a wide variety of industries. He is widely recognized as one of the best in the business.

Dowe Johnston Insights, LLC

Point Roberts, WA
Ph. 360-945-3693
melanie@djinights.com
www.djinights.com

Melanie Dowe

3000+ sessions since 1987

Bill Johnston

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Dowe Johnston Insights is a full-service qualitative research firm, operating in both the U.S. and Canada. Fortune 500 organizations keep coming back to DJI because of our expertise in traditional and virtual methods, strategic insights gleaned from senior management experience on both client and supplier sides of the business and because every project gets the full attention of a senior partner.



Doyle Research Associates, Inc.

Chicago, IL
Ph. 312-863-7600
info@doyleresearch.com
www.doyleresearch.com

Christine Efken

500+ sessions since 1995

Jo-Ann Goodchild

750+ sessions since 1989

Carole Schmidt

750+ sessions since 1990

Alice Morgan

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Qualitative research specialists: experienced, curious, smart. Expertise in multiple industries and customer segments. Equipped with a toolbox of proven and forward-thinking methods that allow for custom study design to meet your unique needs. Offering a suite of online methods (bulletin boards, real-time groups, immersion, video diaries), ethnography, focus groups, interviews. Specialty products including social media analysis, qualitative meta-analysis, consumer and internal ideation and post-research facilitation sessions.

EurekaFacts, LLC

Rockville, MD
Ph. 240-403-4800 or
info@eurekafacts.com
www.eurekafacts.com

Leonard Rickman

200+ sessions since 1991

Jorge Restrepo

200+ sessions since 1994

Joanne Arnold

100+ sessions since 1990

Alison Wurzel

75+ sessions since 2006

Experienced moderators. On-site recruitment and focus group facilities. Expertise in cognitive interviewing and focus group moderation in English and Spanish. Audience expertise includes executives; Hispanics; teens; health professionals; federal/state/local government employees; travelers and international students; low-/mid-/high-income populations; educators and school administrators. Strengths in research for nonprofit initiatives, membership, content delivery, government program evaluation, multicultural audiences, impact assessments.

Fader & Associates

New York, NY
Ph. 212-749-3986
jenniferlarsen@faderfocus.com
www.faderfocus.com

Susan Fader

5000+ sessions since 1988

Jennifer Larsen

500+ sessions since 2000

Fader & Associates has been fusing qualitative research with strategic thinking since 1988. Our personnel combine client-side and agency experience with a background in psychology. Using this knowledge and experience, we have developed proprietary techniques that we use to uncover deep insights and strategic direction for clients across a range of categories. But it's not all work and no play, we really enjoy what we do and make the experience fun for everyone!

Fieldwork Ethnography

Aptos, CA
Ph. 949-322-5044
joanna@fieldwork.tv
www.fieldwork.tv
Joanna Morehead
1000+ sessions since 2002

Experienced moderator specializing in qualitative research for health care/pharmaceutical, general-market, technology and CPGs. Concept and creative testing, design research, usage and attitudes, focus groups, IDIs, ethnographic research, TDIs and ideation workshops.

Firefly Millward Brown

Westport, CT
Ph. 203-221-0411
info.us@fireflymb.com
www.fireflymb.com

Cheryl Stallworth-Hooper

Firefly was created by Millward Brown, bringing together some of the world's finest qualitative boutiques. We collaborate seamlessly to provide clients with brightest creative and strategic research possible.

1st & 2nd Generation Hispanics - Targeted Research

Los Angeles, CA
Ph. 323-841-9497
info@generationhispanics.com
www.generationhispanics.com

Liliana Caceres

1000+ sessions since 2000

In-culture moderator. Expert on 1st- and 2nd-gen Hispanics. Consumer insights, CPG, A&U, branding. Concept, ad, package and Web testing. Customer satisfaction, loyalty, purchase intent. Ethnography, focus groups, IDIs, creative sessions. Projective techniques. Online/mobile and social media platforms.



First Insights

New York, NY
Ph. 212-926-3700
info@firstinsights.com
www.firstinsights.com

Lon Taylor

500+ sessions since 1999

Julie Rabin

300+ sessions since 2000

First Insights specializes in usability testing, ethnographic studies, contextual interviews, focus groups and heuristic analysis. We've conducted research projects in a variety of industries and can offer complete project management to include: facility selection, screener development, creation of a moderator's guide and moderation in one-on-one, group, phone or online settings. Our team pays careful attention to understanding your business, marketing or IT objectives and we always deliver an easy-to-understand summary report.

First Insights

Chicago, IL
Ph. 212-926-3700
info@firstinsights.com
www.firstinsights.com

Lon Taylor

500+ sessions since 1999

5 Circles Research

Kirkland, WA
Ph. 425-444-3410
info@5circles.com
www.5circles.com/?src=quirks

Mike Pritchard

100+ sessions since 1997

5 Circles Research offers focus groups and other qualitative techniques, both as full-service projects and also independent moderation and interviewing. Mike Pritchard's extensive background in business and technology combined with broad experience lets him build rapport with respondents of many types, from CEOs to utility workers, engineers to brides, teens to grocery buyers. 5 Circles Research designs and executes effective, affordable and understandable marketing research that delivers insights to move your organization forward.

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gcafocuslatino@austin.rr.com
www.focuslatino.com

Guy C. Antonoli

3200 sessions since 1996

Beatriz Noriega

3700 sessions since 1978

Established 1996. Hispanic qualitative consumer research and ethnography. Bilingual and bicultural, we moderate in Spanish or English. Beatriz - a psychologist. Guy - a seasoned marketing, advertising and research professional. Both have extensive experience working in the U.S., Caribbean, Mexico, Central and South America and Spain. Our combined areas of expertise and option of female or male moderators enable us to better uncover consumer insights and provide value-added recommendations and can offer clients the benefit of consistency in analysis, as well as both cost and time efficiencies when conducting projects among Hispanic and general-market target audiences.

Foley Research, Inc.

Portland, OR
Ph. 503-477-5054 or
carol@foleyresearch.com
www.foleyresearch.com

Carol D. Foley, Ph.D.

1100 sessions since 1997

Burke Institute-trained moderator with 15 years as a qualitative research consultant and 13 more years as a client-side market research director. Ph.D. with extensive experience with focus groups, individual interviews and online research methods.

4Sight Market Research

Olney, MD
Ph. 240-731-0951
nbanks@4sightmarketresearch.com
www.4sightmarketresearch.com

Nanci E. Banks

2500+ sessions since 1982

Nationally-recognized African-American moderator with 35+ years of experience in varied qualitative techniques, including in-person, telephone, online and digital applications. Expertise in multicultural and multigenerational research. Excels at designing research to inform business strategies.

**Frieden Qualitative Services****Frieden Qualitative Services**

Sherman Oaks, CA
Ph. 818-789-6894
garytheg@aol.com
www.garyfrieden.com

Gary Frieden, Ph.D.

15000+ sessions since 1984

Experience insightful focus groups (in-person as well as online Webcam) from a style I've developed over 20 years! With a Ph.D. in psychology, I uncover underlying motivational reactions and "get the 'real' stuff." Respondents and clients enjoy my high-energy sessions, creating involvement. Specialties: packaged goods, advertising, new concept development, positioning. Seniors are a strong specialty! Medical, general consumers, Web sites, banking, wireless, automotive, beverages, fast food, customer service and more. I've been the invited speaker at many qualitative conferences. QRCA and MRA member and certified PRC, presenting my unique approach to focus group moderating. Benefit from our collaboration! Contact Gary Frieden.

GKS Consulting LLC

Evanston, IL
Ph. 847-491-1479
gail@gksconsulting.net
www.gksconsulting.com

Gail Straus

550 sessions since 1995

GKS Consulting offers specialized market research serving nonprofit institutions and other service-providing organizations. With more than 30 years of institution- and agency-based experience, we work closely with clients to understand objectives, challenges and opportunities and then listen carefully to find the insight and perspective that takes strategy to the next level. As one client says: Gail brings a keen, rational research process paired with extensive marketing experience. Her moderation skills are exceptional whether group or one-on-one.

Great Questions, LLC

St. Louis, MO
Ph. 636-399-7746
Krista@GreatQuestionsCompany.com
www.GreatQuestionsCompany.com

Krista Knuffman

750 sessions since 1995

Great research begins with Great Questions! We help you discover the answers you need to move forward with confidence. Everything we do involves discovery through people - what they think, how they feel, what they want, what they do and their ideas. We manage your entire project, from exploring your research needs to reporting the results and helping you use those results to grow your business.

Hannah & Associates, Inc.

Blue Hill, ME
Ph. 207-374-3550 or
margarethannah@gmail.com
www.hannahassociatesinc.com

Maggie Hannah

6200+ sessions since 1975

33 years of offering professional and customized qualitative research conducted with teens, Boomers, Gen-Xers, seniors, medical and financial professionals, etc. A value-added partner providing powerful insights for all your qualitative needs!

Hardwick Research

Mercer Island, WA
Ph. 206-232-9400
nancy@hardwickresearch.com
www.hardwickresearch.com

Nancy Hardwick

800+ sessions since 1990

Nancy is an experienced moderator, skilled listener and effective communicator. She incorporates both qualitative and quantitative techniques to uncover growing consumer trends, define target markets and provide insight into marketing challenges.

Hartt and Mind Market Research

West Hartford, CT
Ph. 860-236-1499
Jenifer@HarttandMind.com
www.HarttAndMind.com

Jenifer (Simson) Hartt

1000+ sessions since 2001

Sensitive issue? Challenging project? Bring it on! We uncover actionable insights from physicians, patients, C-suite, entrepreneurs and consumers. Our qualitative methods include in-person focus groups and IDIs, telephone depth interviews and online bulletin boards. Jen is the feature editor of the Qualitative Toolbox section of QRCA's award-winning Views magazine.

Harvest Research Center

Des Moines, IA
Ph. 515-243-0785 or
tgrantham@harvestresearchcenter.com
www.harvestresearchcenter.com

Carol Gailey

1000+ sessions since 1980

Vada Grantham

500+ sessions since 1995

Ana Rivera

2000+ sessions since 1987

Paul Schlueter

100+ sessions since 1998

Full-service marketing research facility offering quantitative and qualitative research expertise. Harvest is the Midwest's premier research facility for on-site and Web-based focus groups, interviewing and questionnaire development, fielding and analysis. Harvest offers two state-of-the-art focus group suites, with floor-to-ceiling glass, three cameras per room, client lounges, in-depth interviewing facilities, videostreaming and a state-of-the-art test kitchen. Our facility is minutes from downtown Des Moines and the airport with free parking at our front door.

Herrera Communications

Murrieta, CA
Ph. 951-566-5992
eherrera@herrera-communications.com
www.herrera-communications.com

Enrique Herrera

1250 sessions since 1984

Proven achievement in educational and marketing research based on quantitative and qualitative assessments. Major focus on crosscultural communication with emphasis on the Hispanic population in the U.S., Latin America and the Caribbean.

Hispanic Focus Unlimited

Pharr, TX
Ph. 956-501-4211 or
hispanicfocus@aol.com
www.hispanicfocusunlimited.com

Ruben Cuéllar

2500+ sessions since 1995

As the owner of a focus group facility I have conducted thousands of focus groups and IDIs over my 28 years of experience in market research. I am a bilingual/ bicultural moderator with experience in a wide range of categories and markets, specializing in Hispanic consumers of all ages in the U.S.

Hispanic Identity - Identidad Hispana

Recruitment Services
Pasadena, CA
Ph. 818-241-9164
info@hispanicidentity.com
www.hispanicidentity.com

Liliana Caceres

1000+ sessions since 2000

Hispanic Marketing Insights, LLC

Liberty Township, OH
Ph. 513-777-0289
rherandez@hispanicmainsights.com
www.hispanicmainsights.com

Rafael Hernandez

1000+ sessions since 1996

Rafael brings more than 20 years of corporate and marketing experience to his practice. Trained at the Burke Institute, experience includes: IDIs, triads, in-home studies, focus groups, shop-alongs, B2B. Rafael's knowledge of the Hispanic consumer and his being fully bilingual and in tune with the culture allow him to understand clients' needs and maximize the effectiveness and value of research studies.

Hispanic Perceptions - Consumer Insights Research
 Glendale, CA
 Ph. 310-428-7970 or
 liliana@hispanicperceptions.com
 www.hispanicperceptions.com
Liliana Caceres
 1000+ sessions since 2000

Hispanic Research Inc.
 East Brunswick, NJ
 Ph. 888-722-6773 or
 info@hispanicresearch.com
 www.hispanicresearch.com
Ricardo A. Lopez
 2000+ sessions since 1986
Otto J. Rodriguez
 1500+ sessions since 1999

Hispanic Research Inc. is a marketing consulting firm that specializes in the U.S. Hispanic market. It provides consulting services to businesses that intend to market their products and/or services to the U.S. Latino community. The company specializes in providing actionable research information and marketing guidance.

Hollander Cohen & McBride
 Baltimore, MD
 Ph. 410-337-2121
 khofmeister@hcmresearch.com
 www.hcmresearch.com
Scotty McBride
 500+ sessions since 1985
Betty Sherbs
 300+ sessions since 1990

Multiple highly-experienced moderators on staff with expertise in many diverse industries including telecommunications, financial services, health care, real estate development, malls and shopping centers and on many diverse topics including branding, product development, logo development, product potential and advertising effectiveness using in-person focus groups, telephone/Internet focus groups and IDIs.



Horowitz Associates, Inc.
 Larchmont, NY
 Ph. 914-834-5999
 info@horowitzassociates.com
 www.horowitzassociates.com
Howard Horowitz
 100 sessions since 1983
Adriana Waterston
 350 sessions since 201
Nuria Riera
 85 sessions since 1999
Mariela Cufre
 40 sessions since 2009
Stephanie Wong
Matt Zuckerman

HAI delivers full-service and a la carte research with 25 years of experience, across the country and internationally. Our sophisticated approach to research design and analyses ensures you get not only answers to questions but findings contextualized to inform strategic business decisions. Our moderators develop great rapport with subjects on a range of topics, including but not limited to: TV programming, sports, advertising, new technology, travel and social/political issues. Qualitative B2B and B2C services include focus groups/online focus groups, one-on-one/dyads/triads, ethnography, videography and social network/online community research. We're well-known for our expertise among Latino (Spanish/English; bilingual/bicultural moderators), multicultural and international consumers.



Illuminas
 Austin, TX
 Ph. 512-652-2700
 solutions@illuminas-global.com
 www.illuminas.com
Jay Shutter
 1000+ sessions since 1998
Gordon Smith
 2000+ sessions since 2000
Carrie Angiolet
 500+ sessions since 2002
Stacey Eacott
 350+ sessions since 2004
Robin Peto
 350+ sessions since 2005

Illuminas is a full-service research consultancy dedicated to helping companies leverage market intelligence to gain leadership positions. Illuminas' researchers recommend the most appropriate combination of quantitative and qualitative research tools to meet client needs on a case-by-case basis and draw on nearly 15 years of experience. For qualitative research, our team specializes in a variety of techniques, including in-person and online focus groups, in-depth interviews, online bulletin boards, mystery shopping, ethnography and more. Our moderators are skilled at engaging respondents and have the expertise necessary to elicit insightful responses from IT and business decision makers, consumers, executives, employees and other constituents across a variety of industries.

Moderating online longer than any other research firm. Experience you can't find anywhere else.

Personal attention + support from veteran qualitative researchers



Candid + dynamic synchronous chat discussions



Full service project management, recruiting, moderation + analysis or DIY online facility + support

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Illumination Research

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info@illumination-research.com
www.illumination-research.com
Karri Bass
2000 sessions since 2002

We are a market research firm with 16 moderators on staff. We offer proprietary capabilities including a lifeseize portable virtual wall and the country's largest household purchase database to help you better connect with your customers.

InsideHeads, LLC

Online Focus Groups
St. John, US Virgin Islands
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www.insideheads.com

Jennifer Dale

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Moderating online focus groups longer than any other research firm. Experience you can't find anywhere else. Recruiting, facility, moderation, analysis. Personal attention. Highly recommended. (See advertisement p. 89)

**Issues and Answers Network, Inc.**

Global Marketing Research
Virginia Beach, VA
Ph. 757-456-1100 or
clindemann@issans.com
www.issans.com

Shelly Clark
Carla Lindemann
Peter McGuinness
Amber Reilly

Issues and Answers Network Inc. is a global marketing research firm providing cutting-edge quantitative, qualitative and hybrid methodologies - everything from survey and sampling design, in-house data collection and project management to data analysis, if needed. Four professionally-certified moderators will manage all aspects of qualitative projects - a sampling of experience includes focus groups, one-on-one interviews, dyads, triads and mini-groups - all conducted in multiple industries including alcoholic beverages, apparel, consumer durables, food, pharmaceuticals and telecommunications, just to name a few. (See advertisement p. 91)

**J.L. Roth & Associates, Inc.**

Palm Harbor, FL
Ph. 727-772-0100
jay@jlrothassoc.com
www.jlrothassoc.com

Jay Roth

750+ sessions since 1996

Our expertise helps you make better decisions through top-quality research. You will benefit from our 30+ years of consumer and B2B experience conducting focus groups, in-depth interviews and surveys. You will receive expert guidance defining issues, designing research and via actionable reports and consultations. We use the right research tools to address your advertising, positioning, customer experience management, HR, process improvement, new product development and other business issues. We help people openly discuss their thoughts and feel-

ings. Enjoy peace of mind, knowing your projects will be completed on schedule and within budget, while providing the information you need to succeed. Call us or visit our Web site to see why clients say we help them make better decisions.

**Just Qual+, LLC**

Venice, FL
Ph. 941-882-0204
eric@justqual.com
www.justqual.com
Eric Swatek

16500 sessions since 1998

Laurie Quercioli

1750 sessions since 2008

Just Qual+ LLC is a boutique qualitative and quantitative health care marketing research firm with extensive global and online capabilities. Principal Eric Swatek is a PRC-certified Expert Consultant who has been serving both pharmaceutical and medical device clients since 1998. Laurie Quercioli, vice president, is a RIVA-trained moderator working exclusively as a health care marketing research consultant since 2008, with previous industry experience in medical equipment, pharmaceutical sales, management and marketing. We have conversations with professionals, patients, consumers and caregivers in the U.S. and around the world.

**Just The Facts, Inc.**

Mt. Prospect, IL
Ph. 847-506-0033
info@jtfacts.com
www.jtfacts.com
Bruce Tincknell
Since 1984

Just The Facts Research Inc., strategic marketing qualitative experts; 20 years highly-experienced in a range of industries, topics and subject matters: B2C, B2B, services and more. Choose traditional, in-person qual or cutting-edge online/Web groups and interviews. JTF handles all setup, recruiting, moderating from A-to-Z, even Webcams! Our unique Qual-Quant™ methods yield keen insights through specialized unaided techniques. Innovative Web methods access our Virtual Pod Room for groups/IDIs using cloud technologies. Clients no longer need to travel but can watch and listen in convenience and comfort from anywhere with their own PC. JTF also recruits respondents across the U.S. or globally. Clients value our ability to bring out the best in group dynamics, uncovering business insights and opportunities with significant growth/ROI.

The Kiemle Company

Greer, SC
Ph. 864-640-1701
fkiemle@charter.net

Fred W. Kiemle

200+ sessions since 1980

Broad marketing research experience helps us choose the best approach for all qualitative and quantitative assignments. Our clients tell us we are skilled at asking the right questions and guiding them in what to do with the information. Ask us for a proposal. Clients choose us 85 percent of the time after reviewing our proposals.

Kiyomura-Ishimoto Associates

San Francisco, CA
Ph. 415-566-3603 or
norm@kiassociates.com
www.kiassociates.com
Norman P. Ishimoto
300 sessions since 1974

Kiyomura-Ishimoto Associates (KI) provides strategizing, developing, recruiting and moderating for focus groups. Our projects are local, regional and national; mainstream and multi-ethnic. President/founder Norm Ishimoto, RIVA-trained, is a recognized expert on Asian-American and other immigrant cultures. His work includes health and medicine, both Asian (organ donations) and mainstream (teen alcoholic use).

Richard Kurtz & Associates

New York, NY
Ph. 917-301-8387
richard@rkurtzconsulting.com
Richard Kurtz

1000+ sessions since 1985

Research and consulting services with emphasis on qualitative research and international research assignments. Skilled in creative and strategy development. Offer telephone in-depth interviewing, ethnographic studies and project coordination for all types of research in all industry sectors.

Lamberts Consulting GmbH

Munich, Germany
Ph. 49-89-3886-9337
elizabeth@lamberts-consulting.com
www.lamberts-consulting.com
Elizabeth Lamberts

3000+ sessions since 2001

Moderating in German, English and French, Elizabeth helps clients gain consistent findings across countries and tease out country differences. She comes up to speed quickly in challenging medical and technical topics and with six years client-side followed by 10 years of moderator experience, she understands underlying business drivers and implications. Inspired by genuine interest, respect and empathy for respondents, she gains honest and insightful feedback. Beyond her focus in health care, she enjoys moderating B2B and consumer studies and also implementing new client methodologies.

**Listen Research, Inc.**

Trabuco Canyon, CA
Ph. 949-216-9161
kim@listenresearch.com
www.listenresearch.com
Kimberlie Harmon

1000+ sessions since 1997

Anne Knight

600+ sessions since 1999

Brandee Hawkins

200+ sessions since

Listen Research is an experienced, elite team of professionals that grew up in corporations and large research firms. We provide qualitative and quantitative research services to a diverse portfolio of clients of all sizes. Our moderators have experience leading discussions with individuals from all walks of life - from business-to-business interviews with doctors and executives to friendship-pair groups with kids, teens/ tweens and young adults. We are known for providing truly outstanding analysis, rich with results-oriented implications - enabling our clients to hear what people think - and in turn make smarter marketing, advertising and product development decisions.



The Livingston Group for Emotional Marketing, Inc.
 Windham, NH
 Ph. 603-537-0775
 sharonl@tlgonline.com
 www.tlgonline.com
Dr. Sharon Livingston
 30000+ sessions since 1989

The Livingston Group for Emotional Marketing offers a broad range of marketing and research services, from conception to rebirth. From hemisphere to hemisphere; global and cerebral. Groundbreaking techniques bring insight and creativity to your business. Insight Mining® - proven psychological techniques for unearthing consumer motivation - like SnapShots®, Scentsations®, MindWalk®, Marketplay®, Timescape®, Tellepathy® and The Looking Glass Technique®. Archetypal branding using our proprietary IconiCards® that get beyond the obvious in understanding brand personality. See www.iconicards.com.

Lohs Research Group
 Inverness, IL
 Ph. 847-359-0606
 jan@lohsresearch.com
 www.lohsresearch.com
Jan Lohs
 Since 1987

Jan Lohs is known for qualitative research that brings depth of insight and understanding of consumers, businesspeople and employees. She is skilled at drawing out the personal stories that bring into the light - and to life - the unconscious drivers of attitudes and behavior. Insatiably curious and committed to going

above and beyond on every project, whether domestic or international, Jan is passionate about qualitative!

M G Z Research
 Rolling Meadows, IL
 Ph. 847-397-1513
 MGZipper@aol.com
Martha Garma Zipper
 2300+ sessions since 1983

Premier Bilingual Latina Moderator- 20+ yrs experience: moderating, IDIs, and ethnography. Works in U.S., Puerto Rico and Mexico. Knows Latino population and degrees of acculturation. Expertise: ad testing, healthcare, retail, food products, consumer goods.

Market Probe International, Inc.
 New York, NY
 Ph. 212-725-7676
 alan@marketprobeint.com
 www.marketprobeint.com
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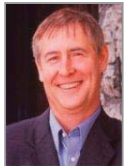
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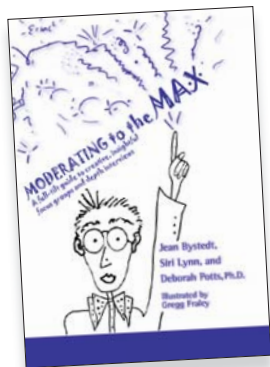
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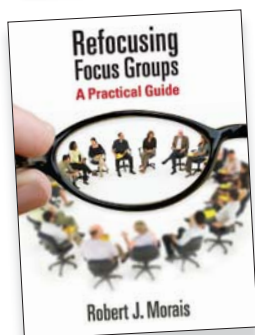
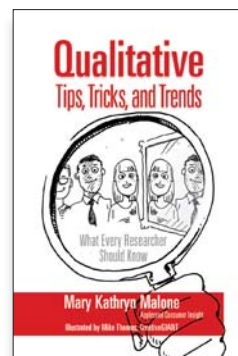


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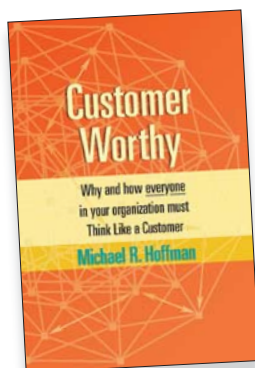
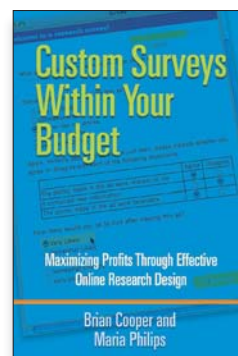
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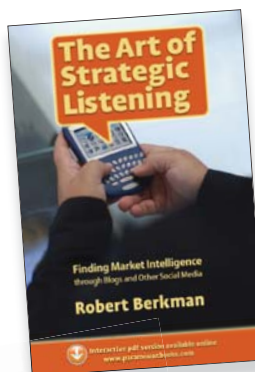
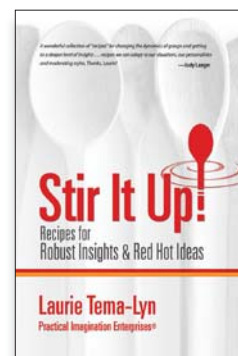
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All about you: Fifth-annual salary survey results coming in June

It's become a summer tradition for Quirk's and we thank all of you researchers who participated in our 2013 marketing research salary survey! The full survey results will be published in next month's magazine with additional information (including charts and verbatim responses) released online and via our e-newsletter.

Results are based on responses from thousands of both client- and provider-side researchers. Keep an eye out in June to see how your situation stacks up!



Want to win a Kindle Fire? Connect with Quirk's!

Some of our readers may not know it but Quirk's has become quite social in the past few years and we want you to be a part of our network! By connecting with Quirk's via our social media channels during the month of May, you will be entered to win a Kindle Fire! There are three ways to win:

- Like us on Facebook (facebook.com/QuirksMR)
- Follow us on Twitter (twitter.com/QuirksMR)
- Join our LinkedIn Group (The Marketing Research & Insights Group)

For each action you take during the month of May, you will be entered to win a Kindle Fire!

We use our social media presence to post our content, share breaking news and interact in a fun and casual way with our audience.

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