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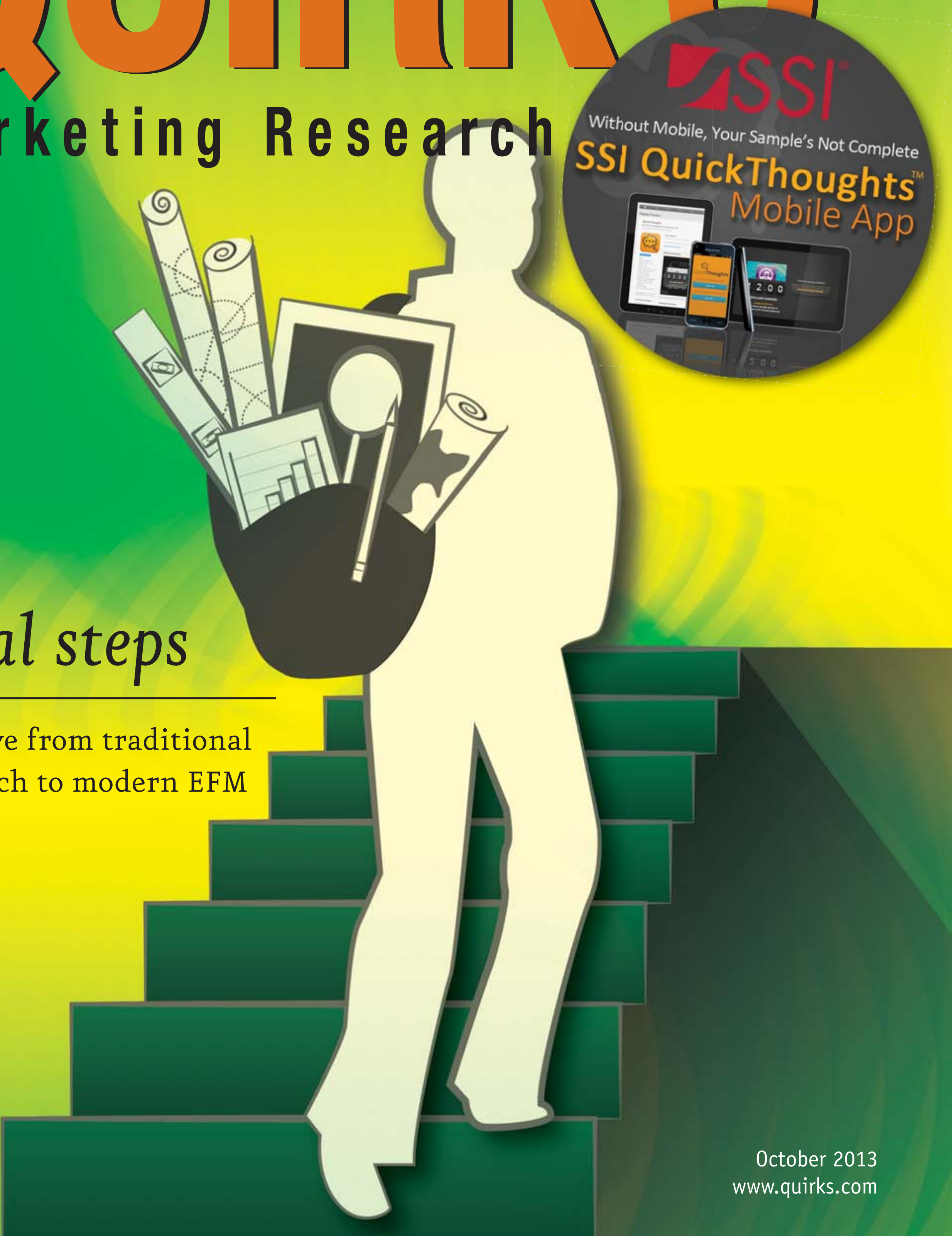

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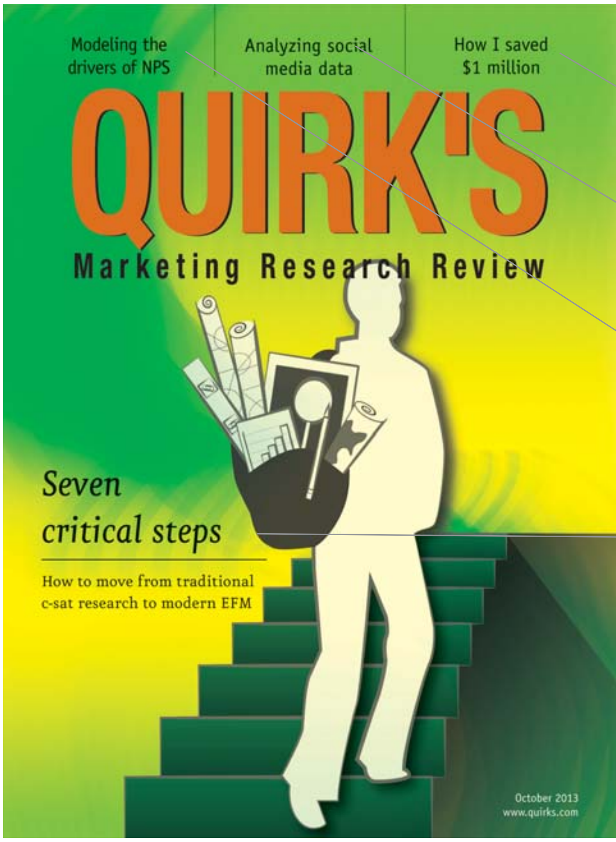

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••• online, e-newsletter and blog highlights

••• social media

High praise for the Quirk's LinkedIn group

There are myriad LinkedIn groups related to marketing research and Quirk's is very proud to have been ranked among the top five by Isaiah Adams in his blog for Optimization Group, an Ann Arbor, Mich., research company.

In his review, Adams says, "[The Quirk's Marketing Research & Insights] group is also another example of group monitoring done right. You rarely come across a discussion not worth your time. In contrast to other market research groups, this group features more discussion on the marketing side of research. Also, if you have something valuable to share, expect to receive a ton of engagement. This group is very active."

We at Quirk's work hard to manage the group and keep out spam but it's the members and their contributions that really make it shine – so thank you to all who participate!

To join the group visit www.linkedin.com/groups?gid=1772348.

••• online tools

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// E-newsworthy

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A short note from an angry, job-hunting researcher
researchcareersblog.com/2013/07/16

You CAN lead through change – 4 steps to help your staff adapt
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••• retailing

Best Buy gaining ground against showrooming?

Best Buy's efforts to thwart Amazon.com may be paying off among mobile users, while Target and Walmart may have reason to fear the online retail juggernaut. In a May 2013 article, we discussed Best Buy's initiatives to combat showrooming among its customers, and according to Prosper Insights and Analytics' Showrooming Ratio, the retailer may be doing a more effective job keeping wandering shopping carts away from Amazon, particularly compared to its discount peers.

The Showrooming Ratio indicates the likelihood that a mobile user will evaluate a product in a brick-and-mortar store and ultimately purchase the product via that store's site or a competitor's digital channel. When compared to Amazon, Best Buy scored a Showrooming Ratio of 111.93 among mobile users in the market for electronics, meaning that these shoppers are roughly 11 percent more likely to purchase via Amazon than a Best Buy digital channel. Although the ratio tilts in Amazon's favor, when compared to Walmart (135.04) and Target (125.96), it's an improved margin.

Prosper also looked at Showrooming Ratios by gender. Men are more loyal to Best Buy channels than Target and Walmart, whereas women tend to have an allegiance to Target.

"The challenge for Best Buy going forward will be to maintain a great experience and retain loyal shoppers because Amazon will continue to up the ante when it comes to winning over its competitors' customers," said Pam Goodfellow, analyst for Prosper Insights and Analytics.

quirks.com/articles ID 20131001

••• mobile research

Now that's what I call sexting

It's a lament heard almost daily: "People today" are too attached to their mobile devices. But you might be surprised to find out just how distracting and addicting smartphones can be … even in the most intimate of settings.

According to a study conducted by Harris Interactive on behalf of Jumio Inc., nearly one in 10 smartphone owners admit to having used their phone during sex. However, the survey did not inquire after the purpose of smartphones during sex. Checking e-mail? Texting friends? Taking photos? Tweeting? Watching baseball?

The young are even more daring and comfortable with their smartphones as strange bedfellows, as 20 percent of those ages 18-to-34 admit to this practice. So perhaps it's no coincidence that 12 percent of respondents in a relationship said they believe their smartphone gets in the way.

And the bedroom isn't the only off-limits place adults are using their smartphones. Seventy-two percent of respondents report being within five feet of their smartphones the majority of the time and admit to using their smartphones in a movie theater (35 percent); during a dinner date (33 percent); at a child's or school function (32 percent); in a church or place of worship (19 percent); while in the shower (12 percent); and while driving (55 percent).

By Joseph Rydholm, Quirk's Editor

Advice to researchers: change with a changing world

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Joe Rydholm can be reached at joe@quirks.com

As part of the Market Research in the Mobile World (MRMW) conference in Minneapolis in July, I moderated a brief panel discussion that used as its jumping-off point a popular conversation thread from the Quirk's Marketing Research & Insights Group on LinkedIn. The thread – titled "Is there still room for the human researcher or has technology taken over?" – generated many lengthy and passionate posts in which the LinkedIn audience did a thorough job defending the role of MR in the face of big data's arrival.

Not wanting to duplicate their fine efforts, my goal with the MRMW panel was to elicit advice from the panelists on how researchers can combat damaging beliefs about the MR function and demonstrate its value to some potentially skeptical internal audiences. On the stage with me were Om Marwah, cognitive scientist at @Walmart Labs; Rich Timpone, senior vice president, Ipsos Science Centre; Dana Stanley, vice president of research, Fashion Playtes; and Will Leach, senior director of insights and strategy at uSamp. (For a longer-form recap of the discussion, see my article "Researchers offer strategies for keeping MR function relevant in a big data world" in the Quirk's e-newsletter.)

To a question about what steps researchers can take to keep their skill set up-to-date, Marwah urged them to take courses from sites such as www.w3schools.com or www.coursera.org to get familiar with the ways that big data streams can be analyzed. "For researchers out there who are worried, you can't change the world but you can change with it," he said.

Drawing from lessons learned during his time as director of strategic insights at PepsiCo, Leach said it was important for the research function to incorporate cognitive psychology and be able to offer solutions to business issues based on the study of consumer behavior. "When you can design for behaviors and demonstrate increased sales because of it, you'd be amazed at how fast your research budgets will increase. We had a massive group of people [at PepsiCo] wanting to come into insights because, finally, we weren't just measurers of data; we were people who were changing behaviors and driving sales," he said.

Another skill worthy of development, Leach said, is the ability to persuade. He cited an anecdote about a famous brand whose head of insights was told by her CEO that she failed the company because she didn't drive home the severity of an impending competitive threat, even though her department had repeatedly told management about it. "She said, 'Wait, I've been telling you about this for three years.' And the CEO said, 'Yeah, but you didn't convince me.'"

While individual strengths are nice, many of the panel's comments touched on the need to build an insights team with a wide range of abilities. "Now more than ever I think we need general management and leadership skills because the landscape is changing," Stanley said. "No one person is going to have all the skills you need so you have to assemble and manage a team where you encourage people to speak up and challenge you and share ideas on how to address the strategic needs of management within your organization."

Timpone offered the belief that, since big data will only get bigger, the best thing researchers can do is embrace its arrival and learn to harness it. "The collecting of data, the storing of it and the ability to actually start mining it creates opportunities to do things that we couldn't in the past. The fact that we are here is a good thing but the issue is, because of where we are now, the people from the technology side have abilities to mine and analyze the data and the critical part of the process – how to act as a result of what the data tells us – is what is often missed. That is where researchers can come in, by showing how to integrate and act on the data."

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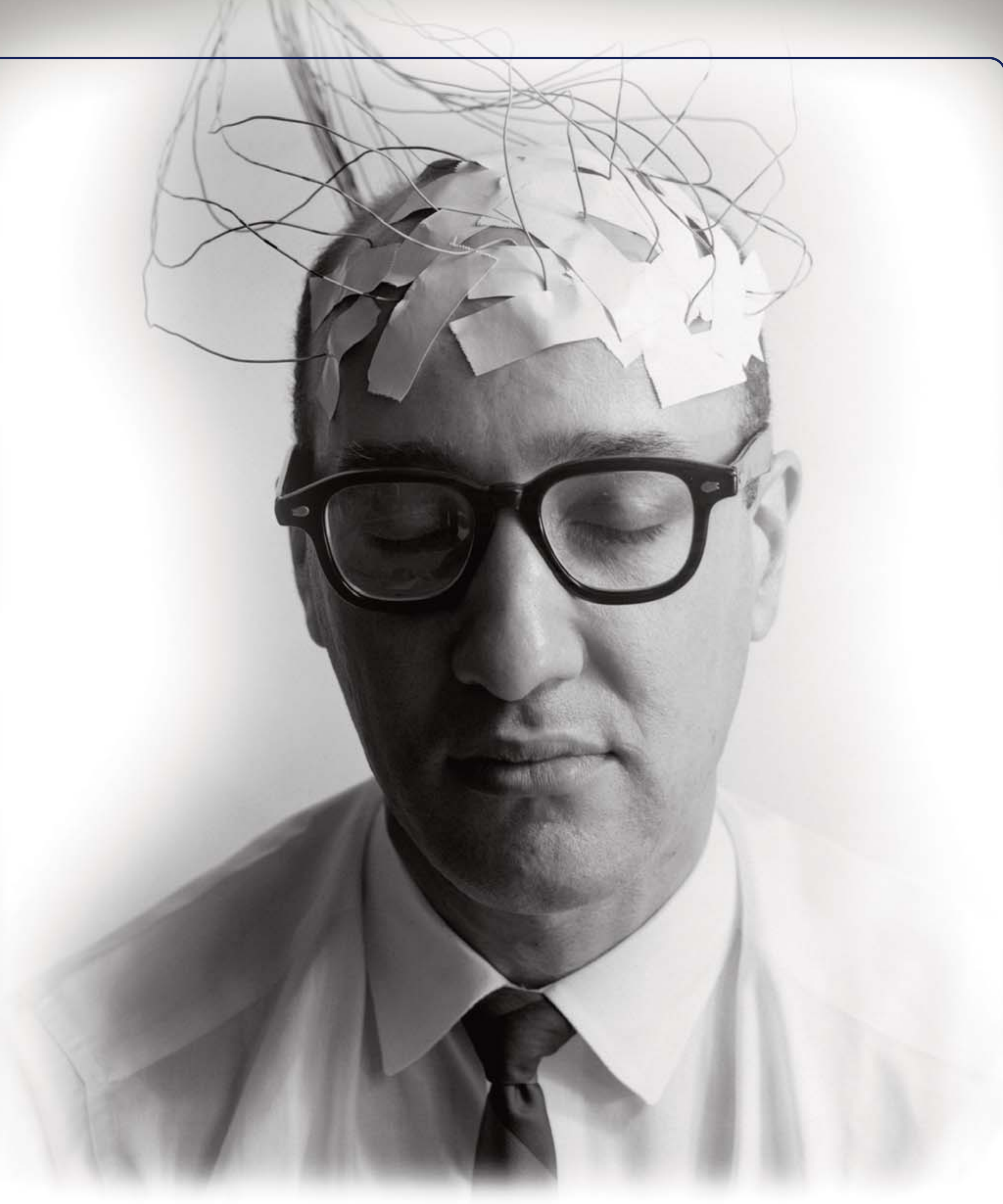

IN FOCUS

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

Q // Survey Monitor

••• social media research

#twitterontv

How tweeting can increase on-air TV ratings

Social media and TV programming have become fast friends and, for many, the two are transforming how we watch television. In fact, Twitter has become a popular destination where fans can talk about their favorite TV shows in real time. But do tweets drive consumers to tune-in to a program or are viewers just chatting about shows they're already watching?

The answer is both. An independent study by New York researcher The Nielsen Company provides statistical evidence of a two-way causal influence between broadcast TV tune-in for a program and the Twitter conversation around that program. The study used time-series analysis to determine if Twitter activity drives increased tune-in rates for broadcast TV and if broadcast TV tune-in leads to increased Twitter activity. By analyzing minute-to-minute trends in Nielsen's live TV ratings and tweets for 221 broadcast prime-time program episodes using Nielsen's SocialGuide, the study found that live TV ratings had a meaningful impact in related tweets among 48 percent of the episodes sampled. The results also showed that the volume of tweets caused significant changes in live TV ratings among 29 percent of the episodes.

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The study found that Twitter chatter had a greater impact on certain TV genres. Tweets around reality programming influenced ratings for 44 percent of episodes, comedy shows benefited from Twitter usage 37 percent of the time, sports programs 28 percent of the time and drama shows 18 percent.

Even so, smaller dramas such as ABC Family's *Pretty Little Liars* have benefited from a Twitter-using audience. The show garnered more than 1.6 million Twitter comments around last year's season finale, part of an effort by parent company Walt Disney Co. to help drive viewership. Twitter has staked a large part of its future growth on convincing advertisers and TV programmers of its influence over common viewing habits, akin to a virtual water cooler.
www.nielsen.com

••• consumer research

Do as I say, not as I do

Consumers claim to be cutting back while spending more

Of the 13 key consumer markets in America today, the only two categories for which consumers claim that they are spending more on this compared to last are in-home food (with a 14 percentage point net difference of consumers claiming to be spending more) and household care (2 percentage point difference of consumers claiming to be spending more), according to Chicago research company Mintel. But in this case, self-reporting proves to be a bit faulty.

Mintel found that consumer spend has in fact increased across all evaluated markets, highlighting the fact that American consumers remain focused on saving money by finding good deals but are also more open to spending.

When it comes to where consumers think they are cutting back the most, the out-of-home alcoholic drinks sector appears to have taken the biggest hit with a net difference of 47 percentage points in favor of consumers claiming to be spending less on this area over the past year. Rounding out the top five areas where consumers believe they have reduced spending include: leisure and entertainment (-37 percentage points); vacations (-36 percentage points); dining out (-33 percentage points); and home and garden (-32 percentage points).

Meanwhile, in terms of actual consumer category spend across the same markets, spend has risen in 2013 over 2012. Sectors seeing the greatest increase in spending over this period include transportation (+7 percent over 2012); dining out (+6 percent); in-home alcoholic drinks (+6 percent); out-of-home alcoholic drinks (+6 percent); and home and garden (+5 percent). Even the lowest increased categories of personal finance (+1.4 percent) and in-home food (+3 percent) have seen gains.

When asked about how spending habits have changed over the past five years, two-thirds of all Americans admit they spend money more cautiously. Demonstrating how cost-cutting is popular with today's consumers, 40 percent of Americans admit they are doing more free activities, while the same number (40 percent) look for more ways to save or invest money. Thirty-eight percent say they are now spending more time with the family but the same number (38 percent) say they are going on fewer vacations.

Sixty-eight percent of consumers say that over the past five years they have been more likely to pay attention to product prices and more than half conduct price comparisons (59 percent), buy items only if there is a need (54 percent), use coupons more often (53 percent) and wait for discounts before buying higher-priced items (52 percent).

This frugal behavior has also translated into some long-term lifestyle changes. Some 36 percent of respondents say they cook or bake more often from scratch; 31 percent say they entertain more at home rather than go out; and 27 percent say they do more DIY projects instead of hiring a professional.
www.mintel.com

••• women

What women want

Five psychographic profiles of the female shopper

When you consider that women control more than $7 trillion in domestic spending and more than 85 percent of purchase decisions across most major categories, it's no wonder that marketers are anxious to crack the code – and persuade women to crack open their wallets.

To better understand how to motivate women and provide insight into the unconscious drivers of female behaviors and purchase decisions, Wilmette, Ill., research company Insights in Marketing LLC developed five Female Behavioral Insight (FBI) profiles that aim to create a complete and clearer picture of what matters to American women.

Here's a snapshot of the FBI profiles:

Profile 1 (26 percent of women): She is driven and focused on being successful in whatever she does. These are the women who want to have it all. Whether she is a leader of a Fortune 500 company or the CEO of her family, she is determined to accomplish her goals. She's often torn between her work life and home life. But, with a laser-sharp focus, she never loses sight of her goals, knowing that with enough tenacity she'll win.

Profile 2 (21 percent of women): She is a happy traditionalist who is conservative and risk-avoidant. You're most likely to find her at home with friends and family. She is the quintessential nurturer who takes care of herself by caring for others, whether it's emotionally or physically. She prefers to be behind the scenes rather than center stage and is guided by a strong belief system, structure and routines.

Profile 3 (20 percent of women): She is deliberate and highly curious about why people do what they do. Routine is the backbone to her life and she gets comfort from knowing what's going to happen next. She is happiest when things are going according to plan but life and the unpredictable world around her make her feel off balance. She can handle a few curveballs but struggles when too many come her way. If there are rules she will follow them because rules define guidelines and expectations.

Profile 4 (17 percent of women): Self-reliant and struggling to maintain control over things around her, she feels that she is the only one who can solve her problems. She's keenly aware of the setbacks and of disappointments that have befallen her, driving her to surround herself with an emotional fortress. Despite her seeming independence, she needs reinforcement and positive feedback from others.

Profile 5 (16 percent of women): Driven by an unquenchable curiosity, she is a bubbly, social butterfly who is open to anything. She doesn't climb a mountain or try the newest restaurant just for bragging rights, rather she does it just to satisfy her own curiosity. Fearless and unreserved, she is resistant to anything boring or repetitive. She believes that people should seek out and pursue what makes them happy. She wants everyone to fully experience all that life has to offer so she goes out of her way to be inviting, inclusive and generous.
www.insightsinmarketing.com

••• health care research

Patients give EMR the OK

Electronic medical records boost patient satisfaction, loyalty

An estimated 24 percent of Americans are currently using electronic medical records (EMRs) to check their test results, order prescription refills and make appointments and those patients who have used EMRs are significantly more satisfied with their doctors overall (78 percent vs. 68 percent), according to a study conducted by Chicago research firms Aeffect and 88 Brand Partners.

As the 2015 government deadline for physicians to adopt certified EMR systems approaches, almost 75 percent of consumers indicate that they are already using (23 percent) or interested in using (52 percent) EMRs and nearly 50 percent consider EMR access when choosing a health care provider.

Patients using EMRs also express higher satisfaction across multiple specific dimensions of care, such as ease of access to information and clarity and thoroughness of communication. Furthermore, while those who use EMRs feel a stronger loyalty to their doctors, they also believe they receive better quality of care (82 percent). EMR users believe they engage in clearer and more responsive communications with their physicians and can gain access to information easier than non-EMR users.

Consumers who prefer their doctor to use an electronic chart cited numerous reasons, including access to medical records (40 percent); accuracy/better record-keeping (18 percent); and coordination of care and information sharing (17 percent). EMR utilization is higher among consumers who are younger, live in the Western part of the U.S., have higher levels of education and provide care to an adult family member. Consumers do not believe that paper charts are more secure than EMRs (28 percent agree) but nearly 40 percent believe that EMRs are more accurate than paper charts.

Additionally, the study identified four stages/segments of EMR users. Disinterested non-users (18 percent) believe EMRs are no more accurate than paper files and say they don't need their medical information outside of their doctors' offices. Interested non-users (52 percent) tend to be less satisfied with their physician than any other type of user and are most influenced by physicians' encouragement of using EMRs. Trial users (9 percent) have the highest share of women and non-white consumers than any other group and one-third have started using EMRs within the last six months. Regular

users (13 percent) prefer e-mailing their doctor instead of calling or meeting in-person and one-third are caregivers to an adult family member. Sixty-seven percent of regular users say online access would be very influential in their choice of a new doctor.
www.emrpatientimpact.com

••• restaurants

Craving loyalty?

Data shows relationship between craveability and customer loyalty

Craveability is a major purchase driver for restaurants, with 83 percent of consumers saying that cravings are a main reason they purchase food away from home, according to Chicago research company Technomic.

Craveable items are associated with visit satisfaction. Three-fourths of consumers who say that the chain they visited does a very good job at offering craveable items rated their last visit to this chain as excellent and one-fifth rated it as good. In all, 98 percent of these consumers scored their visit in the top two-box overall.

Craveability also plays a role in building customer loyalty. Ninety-five percent of consumers who rate a restaurant chain's craveable items as very good agree that they will return to the restaurant in the near future, compared to 87 percent of those who rated the items as good and two-thirds or fewer of consumers who gave the chain lower ratings on craveability.

"Craveable items promote impulse-driven occasions, can build a strong emotional connection with consumers and, in many cases, are the items that restaurants become known for," says Darren Tristano, executive vice president at Technomic. "To cultivate craveability, operators must develop and refine unique signature items that have the power to transform guests into regulars. Some of these items might include comfort foods, memorable sides and sweet snacks."

Dessert and snack concepts are best positioned of all quick-service restaurants to capitalize on consumers' cravings. These chains dominate other quick-service category players on this attribute and, in fact, receive some of the highest ratings across all segments.
www.technomic.com

••• retailing

Big decisions

Consumers doing more pre-purchase research online than ever before

Patience and the pursuit of information pay off. Empowered by technology, consumers extensively research and compare prices and financing offers before they make any major purchase. In fact, more than 80 percent start their search process online from home – up 20 percent from last year – and spend an average of 79 days gathering information before making a major purchase, according to GE Capital Retail Bank's (GECRB) second annual Major Purchase Shopper Study, carried out by Rothstein Tauber Inc., a Stamford, Conn., research company. And while consumers carefully consider before they buy, 41 percent of random major purchase shoppers say they are more open to making a large purchase than they were a year ago.

The study explored the shopping habits of 3,220 consumers nationwide who had recently made purchases of $500 or more and were in the market for major items in 12 segments, including appliances, electronics, flooring, home furnishings and bedding, home improvements, jewelry, eyewear, power sports products and lawn and garden equipment.

"We took a deeper look at how consumers use digital tools to approach a major purchase, including the role of mobile devices and preferred search engines, keywords and sites," says Toni White, CMO of GE Capital's Retail Finance business. "While online research plays a bigger role throughout the major purchase process, 60 percent of consumers start by visiting a search engine, then go to the retailer's Website and ultimately, 88 percent made their final purchase in store."

The availability of financing options continues to be a key factor in the shopper's choice of retailer, with nearly half of all shoppers researching payment options online before visiting a store. Financing influenced the decision to buy from a specific retailer for 77 percent of GECRB cardholders surveyed and nearly half would not have made the purchase or would have gone to another merchant if financing was not available.

Depending on the category, between 40 and 137 days was spent researching the purchase. While the data represents the average major purchase experience, it is inclusive of shoppers who had a short decision cycle based on a critical need to replace an item.

For one-fourth of major purchase shoppers, their purchase was part of a larger project. Replacement and upgrades are the two most prevalent triggers to purchase and the length of the purchase cycle and price are highly correlated.

Consumers say digital tools empower them to compare prices and find the best value and shoppers search for the following when they visit the retailer's Web site: warranty information (66 percent); pricing (52 percent); specs/model information (51 percent); payment/financing information (47 percent); sales/discounts; availability; and shipping information. On average, consumers visited five unique retailers – at least three online merchants and two brick-and-mortar stores – before making their purchase.
www.gecapital.com


InterVu Webcam Focus Groups are Ideal for Hard to Reach Respondents
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Product and Service Update

••• customer experience

Ask & Act, and an app

QuestBack debuts Ask & Act; updates EFS platform for mobile

QuestBack, a Bridgeport, Conn., research company, has launched Ask & Act, a survey management tool designed to give small to mid-size organizations insights from customer and employee experiences. Feedback is collected at multiple points throughout the customer or employee life cycle.

Ask & Act is intended to automate and simplify the way organizations create and distribute surveys and then populate results into reports in nearly any document format. The solution also automatically notifies management of results that require immediate action.

QuestBack has also debuted Enterprise Feedback Suite 10, a feedback and engagement platform designed to adapt to any mobile device and integrate social media engagement with online feedback.

The Web-based platform includes a mobile-first architecture, which optimizes online surveys to adapt for touch functionality and other capabilities on popular smartphones and tablets. Surveys automatically adjust to fit screen sizes for any mobile device.

quirks.com/articles ID 20131004

The user interface allows enterprises to create custom surveys for fast deployment and integrates with existing enterprise software to optimize business decision-making through both VOC and VOE. The new platform also aims to enable feedback projects to be executed quickly and creatively with new question methodologies; built-in intuitive survey and layout editors; and a reinvented media library.

www.questback.com

••• mobile research

Dear Diary

Toluna launches the TolunaMobile Diary app

Toluna, a Wilton, Conn., research company, has launched TolunaMobile Diary, an app designed to enable companies to gather in-the-moment feedback on consumer activities through a variety of mobile survey designs, including diaries, ethnography and tracking across diverse topics in nearly any language worldwide.

The TolunaMobile Diary app is available for Apple and Android phones and tablets. It features a geo-locator, a flexible method of presenting questions and responses to users, the ability to present and upload images, a UPC barcode scanner and automatic reminders to prompt respondents to enter information based on location and event.

www.toluna-group.com

••• sports and leisure

The lay of the land

Social media mining helps get inside the minds of golfers

Golf Datatech LLC, an Orlando, Fla., research company, has launched BrandTrac, an online golf marketing tool designed to track, evaluate and provide qualitative insights into consumer attitudes and opinions of leading golf brands and products.

BrandTrac is powered by Fayetteville, Ark., analytics company DataRank. DataRank collects online conversations from across social networks, blogs, forums, reviews and other sources to gauge the full online conversation directly from golfers. DataRank then processes the comments and applies a quality score/data ranking to each comment. This ranking is used to prioritize the most useful and most influential comments into the dashboard for golf marketers.

The BrandTrac DataRank Insights Dashboard is intended to allow a company to understand the number of posts being made about their products and brands. The sentiment of each comment is classified as positive, negative or neutral. The dashboard also provides full text of each comment to provide context and associative demographic information. The dashboard updates

the data daily, providing evaluation of product, brand and/or marketing strategies.
www.golfdatatech.com

••• social media research

Image is everything

Piqora adds images, hashtags and influencers to its measurement

San Mateo, Calif., Pinterest analytics solution company Piqora (formerly Pinfluencer) has expanded its marketing suite to include trending image, hashtag and influential audience analysis from Instagram and Tumblr.

Piqora's image recognition-based algorithms aim to enable marketers to track trending images, hashtags, followers and influential users on visual networks such as Instagram, Tumblr and Pinterest. Marketers can discover hashtags and identify consumers across all three visual networks who have explicitly mentioned a brand or related themes for additional targeted marketing campaigns.
www.piquora.com

••• mobile research

Give a 'shout'

App brings brand research to smartphones

New York research company Ipsos ASI has launched Brand Shout, a smartphone app designed to help brands better understand real-time reactions to their advertising and brand experiences.

The app is intended to allow advertisers and Ipsos clients to understand touchpoint exposure and optimize them by measuring in-the-moment reaction, including emotional response and effect on brand perceptions, to all touchpoints (e.g., advertising, social media, experiential and point-of-sale) before they're post-rationalized; the motivations that drive purchase in-store, on-site or online at the moment those choices are made; and the power and influence of word of mouth.
www.ipsos.com/asi

••• mobile research

Socrates on your smartphone

Quester and Survelytics team up to improve mobile qual

Windsor Heights, Iowa, research company Quester has partnered with Mumbai-based Eki Communications to launch its mobile app on Eki's Survelytics self-service mobile MR service. Quester has also lent Socrates, its software-based moderator, to the Survelytics platform.

Consumers using the Quester mobile app can select a language and then share their thoughts, ideas and emotions, as well as include photos, videos and audio, at home or in-store.

Additionally, Quester has added a social media analytics layer to its language analytics.
www.quester.com

••• diy research

Data for dummies

Democratizing data analysis with hands-off analytics

DataCracker, an Australia research software company, has debuted its flagship offering. DataCracker is an online data analysis and insights tool designed to help DIY researchers, many of whom lack a background in statistics, find and share insights from their survey data.

Users can import data from various major survey programs, including SurveyMonkey, Survey Gizmo, QuestionPro, Qualtrics, Survey Analytics, SnapSurveys, Toluna QuickSurveys and Super Simple Survey. Once the data is imported, a report is automatically written so your data can be mined for more insights. DataCracker's Office-like interface is designed to work in Web browsers using HTML5 technology.

Interesting results are highlighted with arrows by using advanced tests of statistical significance. DataCracker also offers predictive modeling to determine which questions relate to each other and how. Reports can be shared as a PDF file, Web page or PowerPoint presentation.
www.datacracker.com

••• online research

Co-opting Consumer Surveys

Harris builds on Google's offering with QuickQuery instant

Harris Interactive Inc., a Rochester, N.Y., research company, has introduced QuickQuery instant (QQi), which aims to bridge the gap between full-service research and Google's Consumer Surveys self-service tools.

QQi is optimized for short quantitative surveys among either general population or high-incidence targeted populations. It reports data in real time and can deliver final results in less than a day.

QQi is powered by the Google Consumer Surveys platform and expands Harris Interactive's online offerings beyond panel research by utilizing the "survey wall" methodology, whereby readers on a variety of Web

sites respond to short microsurveys to access content.
www.harrisinteractive.com

••• research software

Management mode

Software module assists with primary research management

Boston research software company Northern Light has launched Primary Research Manager, a software application embedded within SinglePoint Strategic Research Portals intended to facilitate project management. By adding a project management tool within the same portal environment in which all of an enterprise's research is indexed and accessed, research managers can provision, track and control primary research projects.

With the module, client staff can create projects with custom metadata; associate research documents with the projects throughout the project life cycle; control publication to appropriate groups; and manage milestones with research vendors. In addition, workflow steps can be implemented, such as moving the document to the next step in the workflow, approving documents for publication or payment of research vendors.

The module's workflow features include automatically provisioning projects from an organization's accounting and purchasing systems and generating alerts when documents are not available in the market research portal on the project milestone due dates. Also, to further streamline workflow, external research vendors working on a project can be given secure access to the system to upload documents directly.
www.northernlight.com

••• shopper insights

One-stop shopper insights?

Trio of tools to help understand what happens in-store

Prosper Insights and Analytics, Worthington, Ohio, has released its Shopper Marketing app. The Shopper Marketing app, along with Prosper's analytics platform InsightCenter, aims to offer users a one-stop shop to obtain a deeper understanding of shoppers by highlighting key shopper data, including brand purchased most often, purchase frequency, average spend and in-store behavior (e.g., trouble finding products, reasons why). It also covers store shopped most often, reasons why, average spend and cross-shopping for eight major merchandise categories. Additionally, Prosper's Promotional Influence Score indicates whether or not each type of promotion is more likely to influence or not influence a specific segment of shoppers. Twenty-one different categories are measured.
www.shoppermarketinginsights.com

••• mobile research

Network schmetwork

USamp app revised to work without data connection

Encino, Calif., research company uSamp has updated iPoll, its mobile app, so that a network connection is no longer required for the user to fill out the survey questions. If the connection is lost while answering the survey, the user is prompted to upload the final responses once a connection is established. This network tolerance also aims to create a faster survey experience for respondents accustomed to having to wait for each photo/video response to be fully submitted before moving on to the next question.

The iPoll app is available on both iOS and Android devices.
www.usamp.com

••• diy research

Bringing DIY to mobile?

Zoho delivers robust survey creation tool

Zoho, a Pleasanton, Calif., provider of business applications, has launched Zoho Survey, an online survey tool designed to let users create, publish and report on the results of online surveys. The interface can create online surveys with a broad range of customizable themes and share the surveys with users through pre-integrated campaign management tools and social integrations.

Zoho Survey includes a variety of prebuilt survey templates for conducting surveys in customer satisfaction, education, human resources, marketing, marketing research and other areas. Users can also build their own, custom surveys that include multiple question types – multiple choice, ratings, text boxes and more – as well as add custom logic to surveys at the question and page level. In addition to the Web app, users can create and publish surveys on-the-go using the native iPad Survey Builder.

After the survey is created, users can preview the survey to see how it will display in standard Web browsers and on mobile devices. To deliver the best possible experience for mobile survey takers, Zoho Survey renders each survey for optimal display regardless of the target device, including tablets and smartphones.

Zoho Survey also supports collaborative survey review. A survey creator can invite colleagues to review and comment on a survey before publishing it and reviewers can add comments to each survey question. The survey creator can see those comments as they are added in real time.

Zoho Survey is also integrated with Google Apps and is available in the Google Apps Marketplace. The iPad Survey Builder for Zoho Survey is available in the Apple App Store.
www.zoho.com/survey

••• data visualization

See the fruits of your labors

Word Tree tool invites outside data

Revelation, a Portland, Ore., research company, has launched a public-facing version of its Word Tree text visualization tool. Revelation Word Tree is designed to allow users to copy and paste their text and then combine two visualizations to see what's emerging in terms of frequency and the word in the context of the sentence, as well as the full text. Word Tree is intended to get users oriented with data, discover patterns and find impactful quotes.
wordtree.revelationglobal.com

••• panel research

More manageable

MARSC updates panel software

MARSC Limited, a Surrey, U.K., research company, has released an updated version of its MARSC software solution, featuring new tools to help manage the panel and panel portal.

The latest version includes MARSC Community, a panelist interface built into a content management system, making it customizable and scalable with multi-site management, multilingual content options and social media and community tools. There are also tools designed to monitor panel health, such as searching for potential duplicate panel members.
www.marsc.com

••• research software

Module for mass media

Research management platform geared toward media and communications

Research Reporter, Melbourne, Australia, has released a customized version of its integrated insights management platform, specifically designed around the market research needs of broadcast and cable networks, filmed entertainment and multichannel video programming distributors.

The solution lets media and communications companies plan, manage and track research projects; interact with, rate and review suppliers; and search and retrieve research, overnight ratings and secondary resources all from one online platform.

Research Reporter provides a configurable project and workflow management framework, secure content management and an extendable portfolio of modules for budget tracking, supplier oversight and third-party content integration.
www.researchreporter.com

••• health care research

Welcome to Obamacare

New service to help research get acclimated to the ACA

Reston, Va., research company comScore Inc. has introduced a service intended to provide detailed, aggregated and anonymous online usage metrics for the new health insurance marketplace, which began October 1 as part of the Affordable Care Act (ACA). This service aims to offer insight into the entire online health insurance acquisition space, both on-exchange and off-exchange.

In addition to aggregate reporting for health exchange marketplaces, anonymous customer acquisition activity will be reported for aggregator sites and insurers.

Key reporting features include measurement of audience and visitation patterns to the Web sites of insurers, aggregators and exchanges; demographics of visitors to insurers, aggregators and exchanges; analysis of sources of traffic, including search and display advertising; measurement of traffic to quote start and finish pages and enrollment start and finish pages; measurement of both the federal and state exchanges; and insights into social media related to the ACA.
www.comscore.com

••• interviewing

Mobile for face-to-face

Offline CAPI solution gets a facelift

Nfield CAPI for Android, an offline market research solution for conducting face-to-face interviews using smartphones and tablets from Amsterdam, Netherlands, research company NIPO Software, has been updated with several new features. Updates include interviewers working on central survey targets; handling quotas upfront and during interviews; audio-recording;, customizable response coding; string manipulation capabilities; extended interviewer statistics; and improved multi-language support.

Nfield CAPI for Android combines Microsoft cloud and mobile Android technology to support the full range of market research projects.
www.nfieldmr.com

••• tracking research

The African audience

New solution to Pinpoint media usage among Africans

Dashboard Marketing Intelligence, a Cape Town, South Africa, research company, and advertising and media expert Dave Kelly have joined forces to launch Pinpoint, a media consumption and audience tracking tool for the African continent.

Pinpoint is designed to examine public usage of TV, radio, newspapers and digital. Data is tracked regularly and drawn from a demographically-representative sample across each city in the survey. Specialized field teams capture and upload interviews in real time using mobile and GPS technology.
A dashboard collates and reports the data via an interactive Web interface, which allows users to personalize their view of the information, as well as export it.
www.dashboard.co.za

•••Briefly

■ London research company Kantar Media has partnered with Twitter, Palo Alto, Calif., to develop a suite of tools designed to enable U.K. TV broadcasters to assess program and series, plan program promotions and assist media buyers and sellers in integrating social data into TV.
www.kantarmedia.com

■ San Francisco research software company Terapeak has released its platform for Amazon.com, offering product, offer and sales rank searches; pricing data; and competitor research and analysis.
www.terapeak.com

■ Swipp, a Palo Alto, Calif., social intelligence platform, has launched Swipp Polls for Facebook, an app designed for polling Facebook users. Results are presented via an infographic that plots sentiment on a numeric scale against demographic information.
apps.facebook.com/swipppolls

■ Portland, Ore., research company Rentrak Corporation has launched PreAct, a solution designed to monitor the audience conversation about a film as early as a year before release to provide insight into audience interest and the impact of pre-release marketing campaigns.
www.rentrak.com

■ Harpeth Marketing, a Franklin, Tenn., marketing consulting firm serving the market research industry, has released *Marketing & Sales for the Market Research Firm: The Top 10 Tips for the Top 10 Tactics*, a 23-page e-book focused on helping the reader get the most out of their tactical execution. The e-book is available as a free download at www.harpethmarketing.com/ebook.

■ New York research company GfK has debuted GfK Experience Effects, a tool designed to maximize brand experiences by combining classic advertising tracking with an assessment of how consumers interact with a brand's experience points. The solution offers a set of experience points; a measure of the quality of the experience points; and instant feedback.
www.gfk.com

■ Bangalore, India, research company Borderless Access has debuted a health and wellness panel. The panel is profiled for 34 major ailments, 120 ailment subcategories, 15 lifestyle and wellness attributes, five health care access attributes and covers five countries (Brazil, Russia, India, China and Mexico).
www.borderlessaccess.com

■ Research companies Applied Predictive Technologies (APT), Washington, D.C., and IRI, Chicago,

have partnered to combine IRI's point-of-sale data with APT's Test & Learn software suite to allow CPG, retail and OTC health care companies understand the cause-and-effect relationships in their transaction data and accurately understand the impact of various operating initiatives.
www.iriworldwide.com

■ London research company DigitalMR has made its private online communities platform, eCommunity, available to marketing and marketing research agencies in selected countries around the world. ECommunity was previously only available to end clients.
www.digital-mr.com

■ Redwood Shores, Calif., software company Oracle's Social Engagement & Monitoring (SE&M) product has been updated to provide listening support for Simplified Chinese, Portuguese and Spanish languages. Additionally, SE&M offers listening support for China's Sina Weibo, as well as other Chinese networks and sources, and Latin America's Reclame Aqui and Vostu social networking sites. SE&M enhancements include localized support with user interface, keyword support, latent semantic analysis support and data sources.
www.oracle.com

■ Netherlands research company Nebu has rolled out Dub InterViewer 7.1. The data collection tool is designed to allow users to design questionnaires and launch Web and telephone field studies.

Additionally, the company has debuted Nebu: live chat to offer clients live chat support from within its Dub Community platform.
www.nebu.com

■ Saqui Research LLC, Crown Point, Ind., has launched its Getting It Focused Today (GIFT) program for business executives looking to learn more about marketing research. GIFT includes DIY market research assignments, supplemented by instructional videos and readings. Assignments can be completed throughout the week and program founder Ursula Saqui also conducts weekly online chat sessions with participants.
www.saquiresearch.com

■ Paris research company Ipsos has launched Ipsos SMX, the company's social media exchange. Ipsos SMX is designed help clients understand their consumers through engagement-based social media research.
www.ipsos.com

■ Research companies DataMarket, Reykjavik, Iceland, and ProQuest, Ann Arbor, Mich., have created ProQuest International DataSets, a collection of economic, demographic and social data in the world, accessible to ProQuest's international network of college, university and library partners.
www.proquest.com

■ Civicom Marketing Research Services, Greenwich, Conn., has added Arabic to its list of supported languages for its marketing research tools for real-time online discussions.
www.civi.com

■ Opinionmeter International, a San Leandro, Calif., research company, has added advanced branching and piping functionality to SurveyManager, its DIY customer feedback platform.
www.opinionmeter.com

■ Anderson Analytics, a Stamford, Conn., research company, has been granted Patent No. 8,473,498 by the United States Patent and Trademark Office for the natural language text analytics process utilized in its OdinText software.
www.odintext.com

■ VideoMining Corp., a State College, Pa., research company, has launched its Dollar Store and Warehouse Club Shopper Insights Programs. The studies are the first phase of research in these channels and will include data collected through online surveys to provide insights and analysis into the attitudes, behaviors and decision-making patterns of recent Dollar Store and Warehouse Club shoppers.
www.videomining.com

■ London research company Euromonitor International has launched Research Monitor, a reference database created for public and college libraries.

Additionally, Euromonitor International is has introduced the Center for Analytics, Modeling and Innovation, a cross-industry resource designed to help businesses quantify the relationships between economic and industry variables.
www.euromonitorintl.com

■ IRI, a Chicago research company, has released Convenience Stores: Keep the Core; Appeal to More, a report that investigates how convenience stores can find sustainable growth beyond fuel and cigarette sectors. The report is available at www.iriworldwide.com/Insights/Publications/TimesTrends.aspx.

■ The Carlson Group, Lombard, Ill., sponsored a white paper, titled Consumer and Shopper Insights: How to Develop Effective In-Store Communications, by Christopher Brace and Namrata A. Patel. The white paper is available at www.carlsongroupinc.com.

■ Exhibit Surveys Inc., a Red Bank, N.J., research company, has released Keys to Developing and Attendee Growth Strategy, a white paper on trade show/exhibition attendee growth. The white paper is available as a free download at www.exhibitsurveys.com/whitepapers.

■ Research companies Focus Forward and Panel Direct Online, Wayne, Pa., are celebrating their 10th anniversary this year.

■ Mindwave Research, Austin, Texas, will release the second wave of its technology-focused marketing and media syndicated study, Tap (Technology Advertising Planner), which explores the way B2B IT decision makers use content and information channels to guide their technology purchase decisions. With reliable media audience projections, Tap lets marketing managers, media planners and publishers model true integrated media plans with online and offline components.

Each wave of Tap captures 5,000 quantitative interviews and covers 150+ tech brands across 15 growing product categories; over 100 Web sites, social media and blogs; 50 print publications; 50 television shows; and 15 airports.

Mindwave will release future waves of Tap twice a year beginning in spring 2014.
www.tapstudy.com


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How to use research to measure an app's impact

| By Jason Jacobson

snapshot

Your company's app is a critical link to your consumers. Here's a quick look at measuring its effectiveness.

Apps represent a critical consumer touchpoint and an extension of a company's brand identity. In addition to traditional desktop sites, mobile sites, brick-and-mortar presence, etc., apps have evolved into an important consumer interface for companies that offer search and browse capabilities, purchase functionality and transactional abilities. A study[1] by Compuware revealed that consumers strongly prefer apps over mobile sites because they are considered more convenient, faster and easier to browse. And comScore reports show that the majority of mobile content is accessed via apps rather than the mobile Web.

While companies often invest a great deal of resources in app development, few quantitatively measure the customer experience after launch. App analytics on downloads, revenue and usage only tell part of the story. How do you evaluate what's driving those numbers? What quantitative data do you have available to guide design and development decisions? How do you determine whether app changes are having the desired impact? What's your reference point?

Deliver quantitative data

Continuously tracking the user experience on an app via a survey is critical to deliver quantitative data to help you:

- provide a comprehensive portrait of who is using the app (demographics, customer relationship, etc.);
- evaluate whether the app is consistently meeting user experience goals;
- determine whether app changes improve users' experiences;
- compare the app user experience to competitive offerings;
- establish which tasks app users want to accomplish and success rates;
- quickly discover and identify areas or paths on the app that present the biggest obstacles;
- assess the impact of the app on users' brand impressions; and
- integrate external data to further understand the potential impact of specific promotions, messages, etc.

Two quantitative methodologies can be used to track the app experience:

Survey surfaced within the app. The optimal scenario is to have the capability to surface a survey built into the app prior to launch. Having built-in survey capabilities results is a robust read of the app experience because app users can be surveyed in their natural context, the survey can be launched based on various criteria such as location (e.g., close to/near a store) or locations after certain transactions are completed. An added advantage of this approach is that we can use the survey as a customer relationship tool that identifies respondents with low ratings to certain questions and sends their information to a customer service rep for immediate resolution (with the user's consent).

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Survey sent to customer list/panel. If an app doesn't have built-in survey capabilities, we can recruit respondents to take a survey about the app experience. Using a customer list or a panel, we can screen potential respondents based on app usage and other criteria and send them a link to take a survey to evaluate the app experience. This can be executed through a standard survey or longitudinally via a diary study. The downside of this approach is that it lacks the real-world context of the app usage and a reliance on recall of the experience.

The timing of app experience measurement is dependent upon a variety factors, including the popularity of the app and number of users, the frequency of use, the app's functionality and the importance of the app to the customer-brand relationship. Apps that are highly popular, used for more frequent transactions, with a high impact, warrant a more frequent, continuous measurement, whereas apps that have a smaller user base for occasional use are good candidates for a wave research approach.

Apps that are highly popular, used for more frequent transactions, with a high impact, warrant a more frequent, continuous measurement.

Flexible, repeatable, scalable

Tracking the app experience offers a flexible, repeatable and scalable research solution for user testing and feedback that can be implemented over the long term. Survey metrics can be mapped to business objectives and results diagnosed based on desired calls-to-action to offer insights to ensure an optimized user experience and holistic picture of the brand-consumer relationship. Brands that measure this experience are at the forefront of research, investing in a solution to ensure an optimized experience on this important touchpoint.

REFERENCES

[1] "Mobile apps vs. mobile websites – and the winner is? Compuware global consumer survey reveals preference for mobile apps." http://investor.compuware.com/releasedetail.cfm?releaseid=747433

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Building relationships with consumers in today's social world

| By Jennifer Holt

snapshot

The author outlines the FRIEND approach, which brands can use to help establish bonds with consumers via social media.

Today's world of posting, creeping, crawling, scraping and buzzing can cause many CEOs to become weak in the knees. Gone are the days of stand-alone, scheduled mass-media campaigns with measurable and predictable ROI. We are now on the forefront of complete integrated marketing communications plans, with social media often making up a large piece of the ugly stepchild pie.

Much like the 1990s, when the Internet was evolving from a governmental research platform to a selective mainstream data resource, the 2010 decade has also brought about a wealth of information and reach that was unforeseeable and wide open with possibilities. The phenomenon we're experiencing goes beyond Facebook, Twitter, LinkedIn and blogs. Its coverage is larger, its reach is wider and its pace is faster than ever before. A simple statement or phrase that may have previously been dismissed as "mere" word-of-mouth or buzz is now so powerful it can damage a company's solid reputation and performance. Organizations that spent decades, even centuries, building a trustworthy reputation now fear a viral event that, with a few multiplying clicks, can shatter a solid reputation.

For the first time in history, consumers control a large portion of marketing information and have self-granted, persuasive marketing power that can often dwarf the most expensive and well-planned campaigns. How did this happen? After all, WOM and social relationships have been around for decades, right? One person tells a friend, who tells another, etc. In the old days, perhaps a circle of friends was impacted in small, one-to-one or one-to-few relationships but today, one-to-one can become one-to-one-million within hours.

Friending, following, Liking, linking, posting, commenting, tagging and sharing seem harmless on the surface and even helpful to brands. It's free publicity, right? But these days, does the phrase "All press is good press" still hold true? The fact is, user-generated content can be good or bad or contain great information or false information or even cold, hard lies.

Whether it's a worker licking a stack of taco shells at Taco Bell, bathing in the sink where utensils are washed at Burger King or using his mouth as an ice cream cone at Wendy's, the recent examples of photos and videos of employees gone bad are many. Are consumers really so naïve they would believe one person's actions speak for an entire company? Unfortunately, the answer is yes and one small comment or picture can put a company at risk of a viral epidemic.

Given the fact that these companies have a solid and trusted social presence, the question isn't if companies like Wendy's or Taco Bell will overcome these viral events. They surely will. But the question that still stands is, why do they become newsworthy? Why do we, as members of the virtual society at large, participate in such mindless chatter and why do our "friends" listen?

Ever since the days of school rumor mills, WOM has had quick spreading power. Friends are persuasive, familiar, trusting and trustworthy. And, even in instances where a viral story may not be true, we don't want to be excluded. Although many theories exist, the reason may go back to basic human needs. Once our physiological and safety needs are

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met, we have a need to belong.

As it turns out, the social world, even if it's comprised of "virtual friends" who are "reality strangers," may fulfill this need when they Like or share our comment. The higher the clicks, shares and likes, the higher our esteem, right? Test this theory on yourself. When you post a picture, doesn't it make you feel great when your friends Like it? The more likes, the better you feel.

Isn't always negative

In his book *Satisfied Customers Tell Three Friends, Angry Customers Tell 3,000*, Pete Blackshaw explored the power of negative news and how it spreads quickly and often in an exaggerated fashion. But what virals and spirals isn't always negative. Jonah Berger, in *Why Things Catch On*, and Malcolm Gladwell, in *The Tipping Point*, explore the social and psychological paradox of infectious information and why one-to-one information, whether positive or negative, has the power to reach tens of millions.

The theories of tipping points, viral epidemics and infectious disease comparisons aside, it all comes back to one simple fact: Consumers have more talking power than ever before. (The world's largest focus group needs a moderator!) You want them on your side.

Sociologist Scott Feld speaks of the digital reflection of the "friendship paradox" and generally speaking, the more friends someone has, the more likely they are to gain more friends. (The average Facebook user, for example, has over 200 friends.) So companies – let's get popular! Let's not just go through the motions but let's follow a few basic real-world relationship tactics and apply them to the virtual world so we can be a good FRIEND.

Here are the six steps in the FRIEND process:

F = Form a foundation. Companies are defined socially every day, one comment at a time. Although consumers have freedom of speech, companies have marketing dollars that can be used to form a solid social foundational presence that works in combination with traditional advertising. This effort acts as proactive positioning.

R = Refine the position. When company or brand becomes the victim of employee misdeeds, it's important to react quickly and appropriately. Employ PR and, as Mark Twain so famously stated, "When in doubt, tell the truth." The truth might hurt at first but in the long run, truth is the reason companies like Johnson & Johnson don't fall during crises like the Tylenol scare.

I = Interact and communicate. Relationships are a continuous two-way conversation. If consumers don't know, they'll assume and we all know what the word "assume" can lead to. Participate by interacting, engaging and communicating. Conversations and chatter are important and even powerful if the information is harnessed, categorized and analyzed. Data is powerful.

E = Evolve and adapt. Be aware of historical successes and failures so lessons can be learned and pitfalls avoided. What got you here, as a company, brand or person likely won't get you there. Actions need to evolve. Rising to the top is difficult but staying on top requires continuous climbing.

N = Nourish and grow. Relationships are built on growth. Change is good as long as it's representing forward motion and active thinking. This nourishment comes back to survival of the fittest. It's a proactive, consumer-centered approach to a marketplace that is moving at warp speed. Companies need to be prepared to listen, act, react and nourish. Keep your consumers involved and engaged. As Henry Ford once said, "Coming together is a beginning, keeping together is a process, working together is a success."

D = Devote time. We live in a 24/7/365 world so be sure your participation is consistent. We all have friends that come and go but true friends are an ongoing and active presence in our lives. Companies can harness this same behavior and remain top-of-mind. Put in the time to build relationships based on trust and make way for a future that will move quicker than we can predict, one that will be driven by the public.

The virtual social world is here to stay and the next viral lick heard 'round the world could very well be on one of your company's plates. Although we can't control the unknown, we can nurture the FRIENDships we have with consumers. Build a strong foundation so when cracks happen, you might stumble but you won't fall.

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••• customer satisfaction

Charting a new path to the same destination

Seven critical steps from traditional c-sat research to modern EFM

| By Andrew McInnes and John Carroll III

snapshot

The move from traditional research to modern EFM is a big change for most firms. To make it less daunting, this article describes the seven steps customer experience and loyalty leaders must follow to guide their companies into the future.

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Customer satisfaction and loyalty research sits at the intersection of two major business trends: the rise of customer experience as a strategic imperative and the advent of software as a data democratizer. The first means that companies are more committed than ever to actively monitoring and managing customers' experiences. The second means that companies can actually operationalize customer focus across the enterprise without going out of business. Together, these trends are driving a sea change in satisfaction and loyalty research by highlighting the shortcomings of traditional approaches and enabling new solutions.

To examine the contrast between old and new, consider the three elements of enterprise feedback management (EFM):

Enterprise: Traditional research programs focused on supporting high-level executive decisions. Just think of the standard customer satisfaction tracker where results ended up in a thick slide presentation delivered at an annual strategic planning meeting. The outputs might have been interesting but they left most employees in the dark. By contrast, modern programs operate at an enterprise level, influencing routine business decisions on the front lines and in middle management as well as strategic decisions made at the top. For example, SAP delivers customer insights to thousands of salespeople and account managers every day to enable more customer-focused – and profitable – relationship management.

Feedback: In traditional c-sat programs, the concept of feedback was essentially limited to survey responses and these narrow inputs naturally led to narrow value. Modern programs expand the concept of feedback to include much bigger data – with more volume, variety, velocity and value – from sources such as CRM systems and social media, resulting in more integrated and comprehensive insights that can influence operational decisions. For example, JetBlue combines its post-flight survey responses with hundreds of transactional and operational data points to

provide a more complete picture of the customer experience and identify specific operational issues to address, from individual TVs that need repair to flight delay thresholds that warrant adjustment.

Management: Traditional programs were all about measurement, tracking common metrics over time and reporting results in executive scorecards. While they provided interesting information, they lacked any direct connection to action and delivered limited business value as a result. That's why modern programs have traded "measurement" for "management." They still provide scorecards but they include metrics and other insights related to specific customer behaviors and the actions needed to change those behaviors profitably. They also create a closed loop of communication and action that enables employees at all levels to apply customer insights in real time. For example, Webster Bank follows up with thousands of customers each year after receiving negative survey responses. Banking center managers turn roughly 80 percent of those unhappy customers around and even lead 10 percent to make incremental product purchases with the bank.

Isn't as simple

Transforming old-school research studies into modern EFM programs isn't as simple as buying new technology or blasting out more reports. Firms need to carefully plan and execute complex activities, many of which are new to c-sat researchers. In particular, change agents need to worry about:

Program design. Crafting an effective EFM program involves more than surveys and statistical analyses. Program leaders must carefully connect their data collection, analysis and reporting practices to company strategy and understand the context in which program participants will receive, interpret and use customer insights to succeed in their roles.

Technology implementation. Unlike research tools, such as survey builders and statistical analysis packages, EFM software must be a truly enterprise solution used by large numbers of employees and connecting to a firm's broader technology ecosystem. That means program leaders must involve IT and apply enterprise software implementation best practices more reminiscent of CRM than research.

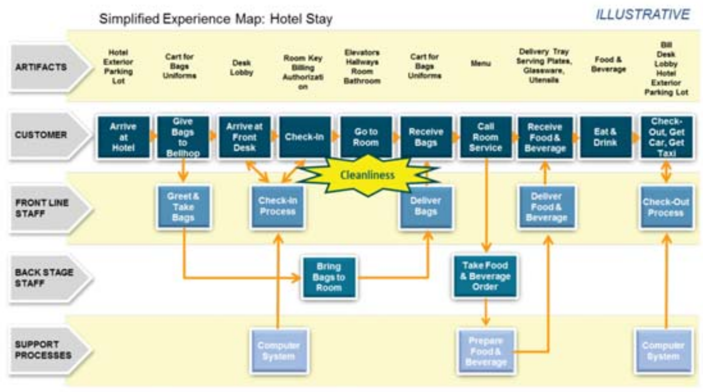
Organizational adoption. Just building an EFM program doesn't mean that employees will come. Program leaders need to borrow tactics from the change-management discipline to build and maintain buy-in among intended EFM participants.

Seven basic steps

While the journey from traditional research to modern EFM isn't easy, it is well within reach. Evaluating dozens of organizations that have – and have not – made this journey successfully, we have identified seven basic steps that program leaders must follow in order to guide their firms into the future.

1. **Clarify your strategy.** First, program leaders must ensure that business strategy and financial goals directly relate to the employee and customer behaviors the EFM program will influence.
2. **Map your journeys.** To focus on what matters, firms must then prioritize moments of truth in key customer and employee journeys and document the actions employees will take upon a triggering of events in those journeys.
3. **Design your system.** Based on journey-mapping outputs, program leaders need to define and incorporate the right customer and employee listening posts to capture high volume, variety, velocity and value feedback and connect it to action.
4. **Implement your technology.** To make the system work at scale, firms must carefully select and implement EFM technology and connect it to the broader technology ecosystem in place to enable desired data collection, analysis, reporting and intervention activities.
5. **Align your processes.** Companies then need to drive organizational adoption by tying new EFM practices into key existing processes such as communication, training and compensation.
6. **Demonstrate your value.** With some time and effort invested, leaders must measure

Figure 1: Customer Journey Maps Help Focus EFM Programs on Key Moments of Truth



Source: Ipsos Loyalty

and share program results to maintain and expand support.

7. **Renew your commitment.** Like other major efforts, you can never "set it and forget it" with EFM. With a solid program in place, continuously return to step one in this process, determine what needs to change and drive that change through to keep things fresh and relevant.

Step 1: Clarify your strategy

Traditional customer satisfaction research captures generic customer data without recognizing that the measures and models used should align with company strategy and, more specifically, influence the employee and customer behaviors that lead to company success. Since firms don't share all the same financial or operational goals, the measures and models they use shouldn't be the same either. For example, some firms don't generate business through customer referrals, so they probably shouldn't worry too much about likelihood to recommend. Creating a true EFM program requires clarifying your business strategy and translating it into specific employee and customer behaviors you must create.

To get there, start by conducting short interviews with top executives in each function and asking them to prioritize the ways their customers must behave in order for the company to achieve its business goals. Then consolidate this input into an agreed-upon set of behaviors that will be the guiding light for your EFM system and ensure the system links directly to your strategy and financial goals. In addition to providing the clarity you need to design with the right end in mind, this approach engages senior executives in the change effort early, increasing support and positioning the program to achieve big results.

HP provides a great example of successfully translating company strategy into specific behaviors and tying those behaviors to customer measurement, modeling and management. The technology giant's Total Customer Experience system provides a comprehensive picture of the HP customer lifecycle and makes important customer behaviors explicit. With this documented understanding of desired customer behaviors, HP employees at every level can guide their own actions toward these goals and stay aligned with financial and strategic targets. In addition, the company can measure success against those targets and use these measures for continuous, focused performance management.

Step 2: Map your journeys

In the past, satisfaction research studies tended to measure high-level aspects of the customer experience to understand the key drivers of generic metrics such as overall satisfaction and likelihood to recommend. For example, in every traditional hotel survey, you would see a question asking for a rating of cleanliness. While interesting, the aggregate results wouldn't say much about real underlying issues or how to improve. Should a hotel manager look for trash in the parking lot, torn carpet in the hallway or dirty glasses in the restaurant? One could only guess. In this scenario, survey results drive more confusion than action and the actions that are taken often don't address real problems. The effort is inefficient at best and completely wasteful at worst for customers, employees and companies.

Customer journey mapping (Figure 1) helps break this fundamental problem and provides a solid foundation for EFM program design. By mapping out the customer journey, one can determine exactly when and where customer minds and hearts are won and then understand the behaviors that lead to and result from these moments of truth. In contrast to the hotel scenario described above, one global hotel chain mapped the customer journey and learned that cleanliness comes alive most crucially in the moment when guests arrive in their rooms for the first time after check-in. The brand also traced this moment of truth to the employees who directly controlled that experience – in this case, the frontline service staff. With this knowledge, customer experience and loyalty leaders can now educate hotel managers on the importance of this experience and establish the measures and processes that enable managers to effectively coach their employees based on desired and actual performance.

Step 3: Design your system

Old-style c-sat research managers spent significant time and effort on survey sampling strategy, painstakingly defining things like how many responses to collect and how to account for different customer segments. Cost was a major driver of this effort due to the high price of data collection. Similarly, traditional programs reported results to only a small fraction of the organization due largely to the manual effort – and thus cost – required to create audience-specific outputs. Modern EFM systems curb these considerations by making data collection, analysis and reporting efficient and affordable. That makes the customer experience and loyalty discipline a practical application of big data that companies can benefit from today.

Just consider the four Vs of big data: volume, variety, velocity and value. EFM incorporates large volumes of direct feedback from across many

Figure 2: EFM Makes Big Data Practical With Higher Volume, Variety, Velocity and Value

Solicited Feedback requested by an organization *Examples: survey responses, comment-card responses*	**Unsolicited** Feedback not requested by an organization *Examples: complaints, social media posts*
Structured Feedback provided through defined response options *Examples: numerical survey responses, star ratings*	**Unstructured** Feedback provided through open text or voice *Examples: open-ended survey comments, complaint calls or e-mails*
Direct Customers' expressed perceptions *Examples: survey responses, social media posts*	**Implied** Customer behaviors that reflect or contextualize perceptions *Examples: purchase histories, call frequencies*

Source: Forrester Research, "Executive Q&A: Voice of Customer Programs," April 2011

listening posts as well as indirect feedback from sources like social media and implied feedback from sources like CRM systems (Figure 2). The data come in a wide variety of formats, from structured survey responses to unstructured customer and employee comments to raw financials. Data flow into and out of EFM systems with high velocity, often in real time. And, finally, they create significant value in terms of increased retention, spend and referrals and lower cost to serve.

With this new world of possibilities in mind, design your program to collect, analyze and distribute the right data in the right places at the right times. To avoid getting overwhelmed, stay focused on the key moments of truth identified through journey mapping, the employees that influence those moments and the information that will empower those employees to deliver as desired. When in doubt, start small to test, adapt and demonstrate value.

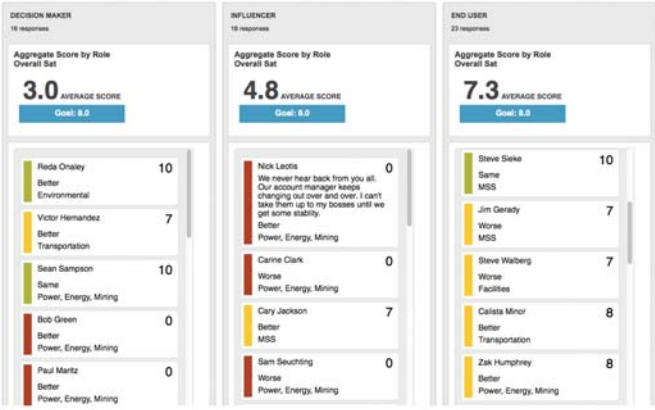
Step 4: Implement your technology

Old-school research programs used a variety of technologies such as survey systems and statistical analysis packages to make data collection and analysis more efficient. But they still left researchers to manually create and distribute audience-specific reports. While some researchers clearly enjoyed the level of control this gave them, limited distribution created limited value. Modern EFM software empowers firms to finally "democratize" their data without hiring hundreds of data crunchers to build custom spreadsheets and slide presentations.

To select the right solution, carefully consider your unique requirements for data collection, integration, analysis, role- and hierarchy-based reporting and closed-loop case management – the areas that power the primary activities of modern EFM programs. Also think about which areas of the solution you intend to use directly in-house versus those your software provider will handle, as well as which areas of the solution you plan to use on an ad hoc basis versus those you can configure initially and let run. For example, a large car rental brand with a small customer experience team uses EFM software to continuously collect post-rental surveys and distribute reports and alerts to location managers. The system runs continuously and program leaders engage the software provider and other vendors to handle system changes and ad hoc analyses. Conversely, a competitor with a larger team and more desire for hands-on control uses its EFM software also to make changes to the system, conduct ad hoc analyses and create custom reports directly without engaging the provider. Each approach works well in the proper context.

While most EFM systems are offered as software-as-a-service (SaaS) applications that can be deployed with little or no IT involvement, true EFM programs benefit from IT support. Make friends with IT early in order to take inventory of existing data sources – especially operational and transactional ones – and explore options to connect those data sources to your EFM software. As importantly, work with IT to remove all possible barriers to EFM access and use across the organization. For example, many leading programs use single sign-on (SSO) to make EFM systems easy to access once employees have connected to the broader corporate infrastructure. Likewise, many programs present EFM outputs within other business applications, such as CRM. A large B2B technology firm does this with Salesforce.com in order to give account managers and tech support reps relevant customer insight in the system they are already using every day.

Figure 3: One B2B Firm's Account Managers Use Tailored EFM Reports to Plan Renewal Strategies



Source: Allegiance Inc.

Figure 4: Return-on-Investment Models for Closed-Loop Customer Intervention Help Prove Value

Recovery

	Before VoC Program	After VoC Program
Customers who provide negative feedback	4% of 25% of 5,000	20% of 25% of 5,000
Customers who get direct intervention based on feedback	50	250
Save rate of customers who get direct intervention	67%	67%
Avg. annual revenue per customer	$200,000	$200,000
Total lost revenue	$123,333,333	$116,666,667
	Net revenue saved	$6,666,667

Growth

	Before VoC Program	After VoC Program
Customers who provide positive feedback	4% of 75% of 5,000	20% of 75% of 5,000
Customers who get direct intervention based on feedback	150	750
Close rate of customers who get direct intervention	25%	25%
Avg. incremental purchase revenue	$50,000	$50,000
Total growth revenue	$10,875,000	16,875,000
	Net revenue grown	$6,000,000

Source: Allegiance Inc.

Step 5: Align your processes

Traditional c-sat programs asked small groups of stakeholders to periodically step away from their routine functions and review research findings. Modern EFM programs weave customer insights directly into routine functions so that employees can apply them every day without distracting attention from their primary jobs. To successfully embed EFM into everyday activities across an organization, program leaders need to thoughtfully align EFM with existing processes and policies, such as internal communications, training, performance management and compensation (Figure 3).

Not surprisingly, the specifics look different for every company. For example, industry leader Frost Bank makes customer focus a major part of its internal and external communications, sharing stories of employees living brand standards and earning customer recognition as well as celebrating third-party recognition such as the bank's recent J.D. Power Customer Service Champ award. A large technology company has weaved EFM into core operations by making it a key element in its account management and retention strategy. As frontline employees use alerts to recover at-risk customers and capitalize on upsell opportunities in real time and review account-level reports to craft appropriate contract renewal plans, the connection between EFM and business success is clear. Lastly, global airline AeroMexico uses a combination of customer feedback and operational data in its EFM solution to actively manage the performance of staff from flight attendants and pilots to airport location and operations managers and many of these employees get individual-level performance scores.

Step 6: Demonstrate your value

In the old days, satisfaction researchers presented their findings and walked away, leaving executives to worry about taking action and generating value. That just doesn't cut it anymore. To build and maintain the broad support they need, modern EFM programs must market and measure the business value provide. Otherwise, they'll never get off the ground – or they'll have a very short flight.

While some corporate veterans might cringe at the thought of posters and pep rallies for new company initiatives, solid branding and marketing position an EFM program for large-scale success by creating awareness and momentum. For example, global industrial giant Siemens has internally branded its improvement efforts under the banner of Customer Focus in many of its operating units, helping to build and maintain awareness around the company. VMware maintains awareness by starting company – and customer – meetings with reviews of recent customer feedback, even when results highlight problems.

However, branding and marketing aren't enough. Eventually, EFM programs must prove their value to keep their promises. This typically happens in three ways: 1) linking improved customer feedback scores to improved financials; 2) measuring return on investment in specific EFM-initiated projects and; 3) calculating retention and revenue from direct closed-loop customer intervention (Figure 4). American Cancer Society found that fundraising events with improving experience scores generate 10 percent more revenue than those with declining scores. With this type information, these organizations can make the case that score improvements enabled by EFM have real financial value. U.S. utility Nicor National attributed $1.5 million in annual cost savings to specific call-center improvements initiated through EFM. Lastly, a large B2B company calculated that it generates more than $12 million each year by directly following up with individual customers based on their feedback for both retention and sales.

Step 7: Renew your commitment

With the first six steps under your belt, you've made the transition from old-school research to modern EFM. Now start all over again! Sorry, but this is important. Traditional customer research might have retained its relevance had it more actively adapted to changing demands and new possibilities. That's what EFM must do to stay relevant too. Just as your firm listens to customers, make sure that you listen to employees and other stakeholders to continuously improve your EFM practices by linking them to business strategy, connecting them with customer and employee journeys, designing them appropriately, implementing and maintaining the effective technologies, weaving EFM activities into routine business processes and marketing and measuring the value EFM delivers to your organization.

The future is already here

The path from traditional research to modern EFM is long and hard. The seven steps described above provide a high-level roadmap but the future may still feel discouragingly distant. It's not. In the words of sci-fi cult hero William Gibson, "The future is already here – it's just not very evenly distributed." Dozens of companies have followed the path, or some version of it, and learned important lessons on the way that you can apply in your own organization. If you can let go of the past, stay focused on the future and seek help where you need it, you'll have the opportunity to elevate your company and your career in ways old-fashioned researchers couldn't imagine.

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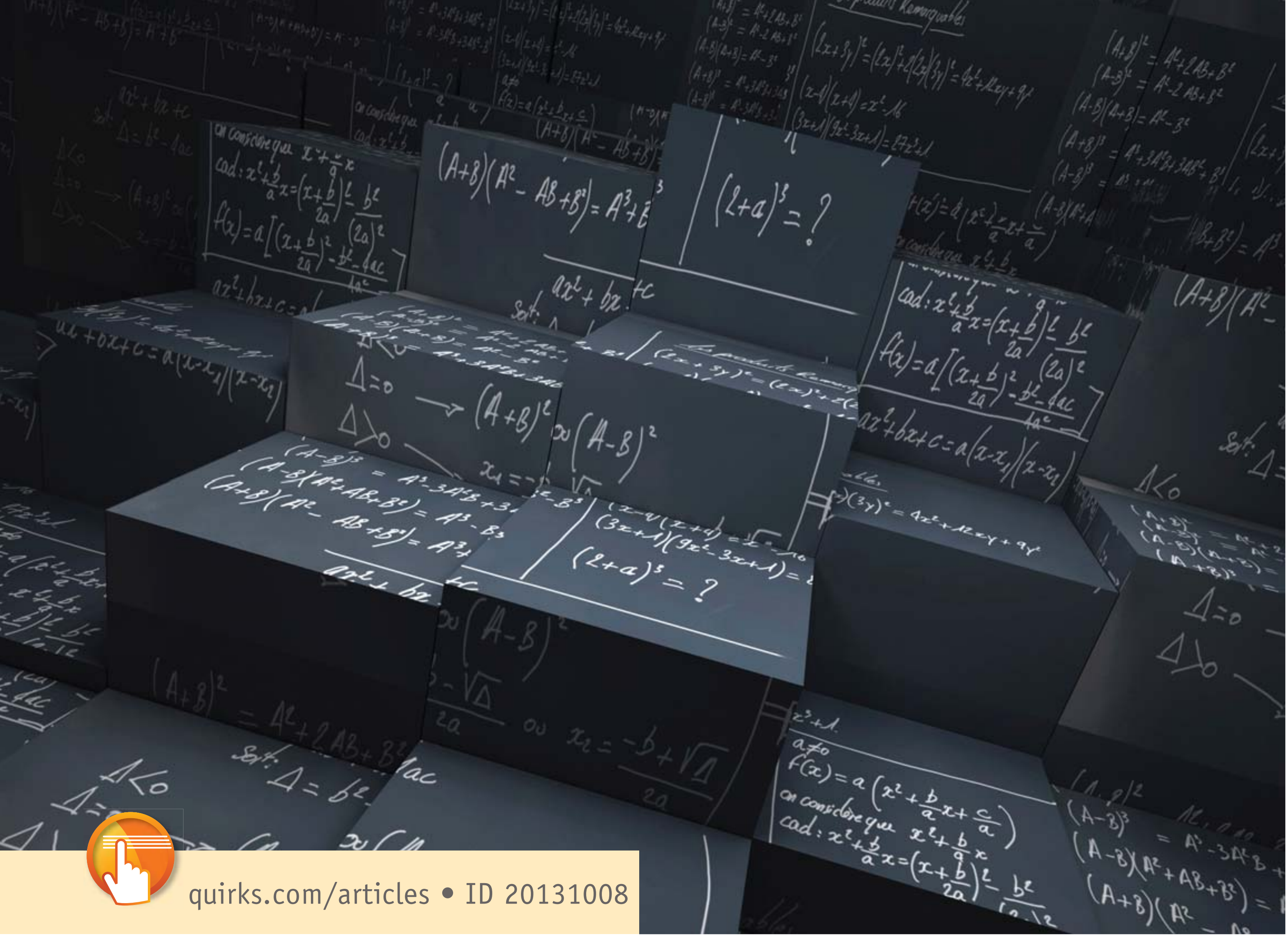

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••• customer satisfaction

Inside the black box

Modeling the drivers of Net Promoter Score

| By Alexander C. Larson and Basile Goungetas

snapshot

How driver analysis can help you determine which controllable factors have an effect on NPS and how much of an impact they have.

The concept of Net Promoter Score (NPS) has become a popular method of satisfaction and loyalty measurement at most large and medium-sized firms in American industry. Essentially, NPS is a relationship measure that gauges a customer's willingness to recommend a given firm. It has its genesis in the original article by Frederick Reichheld ("The one number you need to grow," *Harvard Business Review*, December 2003). The resulting implementation of NPS is relatively simple: a survey is administered to Firm X's customers, containing the following question: How likely is it you would recommend Firm X? The question is administered on an 11-point scale, with each survey respondent answering the question with a score of from 0 to 10. Those who respond with a value of 0 through 6 are designated as Detractors; those responding with a 7 or an 8 are designated as Passives;

and those responding with a 9 or a 10 are Promoters. From the survey data collected, NPS is a simple calculation: the percent of promoters minus the percent of detractors.

That's fine as far as it goes; but what if Firm X wants to go further? Suppose that the executives and line managers of Firm X want to use customer experience measurement results to improve business outcomes? Suppose they want to know what actually determines a satisfaction measurement like NPS, so that they can take steps to improve it? This is where a driver analysis comes in. A driver analysis tells the business executive which controllable factors have an effect on NPS and how much of an impact they have. It allows the executive to take steps to improve NPS and tells him or her how much improvement to expect from changes in a given driver. In other words, driver analysis enables the decision-maker to play what-if games to see how changing a measurable driver of NPS can improve results (e.g., a reduction of Detractors, an increase in Promoters, etc.).

But exactly how is a driver analysis conducted for a satisfaction measure like NPS? A statistical model is constructed to compute the probability that a survey respondent selects a given value of the 11-point scale, such as a 0, a 6 or a 10, etc. This lets the analyst compute and simulate the probabilities of Promoters, Detractors and Passives (and hence NPS) under a variety of scenarios. The model could also have just three categories (Promoters, Passives and Detractors) in lieu of all 11 points of the scale, though the full scale offers more detail.

This is where applied econometrics comes in. The econometrician has tools that can be used to conduct a driver analysis for NPS. The right tool will depend, in part, on how the data are processed and presented to the analyst. Two primary methods can be used for NPS driver analysis: the ordered logit model and the grouped logit model. Which model is the right tool for the job?

Ordered logit. If the raw data contains the responses to the Net Promoter question (How likely is it you would recommend Firm X?) at the individual survey respondent level (with numbers from 0 to 10), then the ordered logit model is appropriate. The ordered probit model is also appropriate with this kind of data.

Grouped logit. If the data have been aggregated across individual survey respondents who reside in, for example, geographic sales regions, then the grouped logit model is appropriate. For example, a research manager may produce a report that says the West Sales Region has 40 percent Promoters, 30 percent Passives and 30 percent Detractors, yielding a NPS of 10 percent. This is the kind of data for which grouped logit would be used, assuming you have a large number of sales regions.

The right method depends on the question at hand and the data available to the analyst conducting the driver analysis.

Ordered logit

The overarching reason for conducting a driver analysis is to parse NPS with respect to the various factors that determine it. To accomplish this, the analyst uses statistical analysis to develop a mathematical formula or model yielding NPS as a function of the factors or drivers that determine it. With such a model in hand, the analyst can run simulations to determine the practical impact that a given factor has on NPS.

If the analyst has raw data on the survey responses to the willingness-to-recommend question, he or she will have a response rating (a number from 0 to 10) for each survey respondent. This is the data to model on the left-hand side of the model equation. Presumably, there will also be data on potential drivers at the individual survey respondent level; these will constitute the explanatory variables, or drivers, on the right-hand side of the model equation. If this is so, then the analyst can model NPS using ordered logit. The raw NPS number itself is not actually modeled; the probabilities of each response (0 to 10) or each of three categories (Promoters, Passives and Detractors) are modeled. This enables driver analysis of NPS.

Below is a simplified example of the driver equation, using individual-level survey data for the question (How likely is it you would recommend Firm X?).

The ordered logit model is a method for modeling qualitative and limited dependent variables, such as the data from a NPS survey. Thus, one can use it to model a dependent variable whose values are confined to just the integer values 0 through 10, and that exhibits ordering. If a variable is ordinal, its values can meaningfully be ranked from low to high. The ordered logit model can simulate the probability of each willingness-to-recommend rating (0 to 10) each survey respondent could have selected, with all such probabilities summing to 100 percent. The analyst can then simulate the probability that a given survey respondent would have been a Net Promoter. How? The ordered logit model can predict the probability of selecting a 9 or higher (a Promoter) and the probability of selecting a 6 or less (a Detractor). For each respondent, the simple subtraction of Detractor probability from Promoter probability yields that survey respondent's estimated probability of being a Net Promoter. For the sample, the simple mean of these probabilities across all respondents is computed to yield an overall NPS.

Unfortunately, the ordered logit model is not the easiest model to implement in practice; the function *f* shown above is nonlinear. Unlike other types of modeling techniques, there are two ways to parameterize the ordered logit model, not a single way, as is true of many other workhorse models researchers use. The way a model is parameterized involves the formulae that a statistical package will use behind the scenes to estimate that model. Thus, for a given statistical computing package, the challenge for the practitioner is to know how that package parameterizes the ordered logit – and this is just a fancy way of saying the analyst must be certain what formulae his package of choice uses when estimating the ordered logit model. If there are two ways this model can be parameterized, then which way does your package use? Without this knowledge, it is possible to estimate the ordered logit model but impossible to simulate it reliably and hence do the driver analysis – and the driver analysis is the name of the game.

So, how do real applied econometricians do this? The formula that underlies the ordered logit model (and many, many others) is its likelihood function. Usually, if an econometrician wishes to confirm which formulae a statistical computing package will use to estimate a given model, he or she will remove all doubt by inputting the likelihood function directly, using a statistical procedure that enables this. In SAS, PROC NLP or PROC NLMIXED can be used, or programs such as TSP or Gauss, as but four examples. The analyst selects the model of interest (such as ordered logit); inputs the likelihood function (including all parameters required for the driver analysis); and then maximizes the likelihood function for the sample of survey data collected. This allows a manual estimation of the model of interest, independent of the canned programming available

$$\textit{Likelihood to recommend} = f(\beta_0 + \beta_1\chi_1 + \beta_2\chi_2 + \beta_3\chi_3 + \beta_4\chi_4 + \beta_5\chi_5)$$

where

χ_1 = age of respondent

χ_2 = number of reported complaints in the last 12 months

χ_3 = tenure: number of years as a Firm X customer

χ_4 = spend: total outlay of expenditures with Firm X

χ_5 = manages own account using Firm X's Web-based tool (Yes/No)


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(but equivalent). All formulae are set by the analyst and there is no doubt as to which version of the desired model has been estimated. If the manual estimation matches the canned program, you know what your stat package is doing.

Thus, when estimating the ordered logit model to analyze NPS, some econometricians will eschew the standard canned computing routine (such as PROC LOGISTIC in SAS) and, essentially, build their own. This approach allows more flexible nonlinear models that canned programs cannot produce and ensures that the NPS driver equation will be simulated correctly.

We have seen well-established market research vendors stumble when trying to simulate the impact of drivers on measures similar to NPS; ordered logit can be treacherous ground indeed. It is not a good candidate for a "plug and chug" approach, using a statistical package's canned computing routines.

So, suppose you are tasked with a driver analysis of NPS. You decide to use the ordered logit model. If you don't know which parameterization of the likelihood function your statistical package uses "inside the black box" to estimate this model, don't guess and don't take it on faith. Why not just input its likelihood function yourself? This likelihood function and the way it is parameterized is available in standard textbooks. That would allay all fears of a "black box" outcome, wouldn't it? The authors use a well-known source as a guide for programming the ordered logit likelihood function in SAS: J. Scott Long's book *Regression Models for Categorical and Limited Dependent Variables*. The ordered logit can be estimated this way and this is the method the authors prefer but it is a bit trickier than estimating other models manually. Why? It requires the user to be comfortable with the concept of maximum likelihood estimation and to program the formulas used for interpreting, predicting or simulating the model after it is estimated. It also requires a setup unlike similar models.

Thus, the ordered logit model is not a model for beginners. But once a good template for the programming code in a statistical computing package is available, it is not a daunting model for driver analysis. The trick is to set up a correct template program in a package such as SAS or TSP and use that template for quick and reliable estimation. Even seasoned professionals use templates to save time, eliminate tedious code-writing and lower the likelihood of human error. (Sample SAS code that can be used to estimate ordered logit and grouped logit models is available from the authors on request.)

This approach offers several advantages, from a technical and statistical perspective, but perhaps the biggest advantage is the peace of mind the analyst enjoys by knowing that he or she has a great deal of control over the analysis; the quirks or uncertainties of various canned computing routines become a moot issue.

Grouped logit

As we indicated earlier, if you are starting with data that has been aggregated across survey respondents in some way, then the grouped logit model could be appropriate, depending on how much data you have. Instead of having observations from a single individual, you have observations on Promoters, Passives and Detractors aggregated to a higher level. You are no longer modeling NPS for individuals; you are modeling NPS for groupings of people and the data you have are the aggregate percents of Promoters, Passives and Detractors for the groupings (plus the grouped data on the drivers).

But how would a situation like this come about? Consider the following scenario: you are all set to do a driver analysis of NPS using data at the individual survey respondent level. You have a great deal of survey data to work with. And at that point your client tells you that he wonders what impact the number of salespeople has on NPS. You notice that you don't have data on number of salespeople for individual survey respondents but you do have that data for each of 300 designated company sales regions. The client then tells you he wants to know if another 10 variables also affect NPS, such as: number of stores, amount of advertising in local newspapers, etc. You face the same problem: there are data on his suggested variables aggregated up to the level of the 300 standard sales regions but – you guessed it – not for your individual survey respondents. The client's data come from standard company reports and even if you wanted to, you could not ask anyone about it in a survey.

So what do you do? You analyze NPS using grouped logit. Here are some steps to follow for a workflow:

1. **Prepare the data set for the grouped logit model.** In this example, it requires the analyst to:
   a. Compile the data his client has provided from company reports.
   b. Compute the percents (aggregated) for each value of the rating scale (0 through 10) for each of the 300 sales regions. You may also use just three categories for Promoters, Passives and Detractors, though the full scale is more flexible.
   c. Aggregate any applicable survey data up the sales region level.

2. **Estimate a grouped logit model.** This can be done two ways:
   a. Build your own. Use the same method described above: Feed the likelihood function for the grouped logit into a computing routine that allows you to estimate this model manually, such as PROC NLMIXED or PROC NLP in SAS. This is the approach the authors prefer, because it makes simulation of the model a bit easier and removes all doubt as to which model has been estimated.
   b. Canned computing routine. Use your stat program's canned computing routine for grouped logit, such as PROC LOGISTIC or PROC GENMOD in SAS – but as always, be certain you know how the model is being computed inside the black box so that you can conduct driver analysis.

A simulator for driver analysis

After you have estimated the model, the estimated model parameters are used to create a simulator for driver analysis of NPS. The simulator enables the analyst to play what-if games and see how the probabilities of Promoters and Detractors (and hence NPS) change as drivers are altered or tinkered with. It computes the probabilities of Promoters, Detractors and Passives for given values of the driver variables. Thus, it enables the user to see how NPS changes as the values of drivers change. Simulators are usually constructed using your own statistical package or by building an Excel-based simulator. This is the main tool for driver analysis. The simulator can be handed off to line managers so they can see the NPS impact of various scenarios.

A fair question is: Why does this driver analysis have to be so complex? Why can't a much simpler method be used? A research manager may complain that he doesn't have Nobel Prize-winning econometrician Daniel McFadden or professors Ken Train or Moshe Ben-Akiva sitting in a cube, ready to analyze NPS drivers.

For instance, how about the multinomial logit (MNL) model? The MNL is ubiquitous in market research – why not just use that in lieu of ordered logit? It is much simpler to use in practice. If there is ordering in the data, as is true with the ratings data used to compute NPS, then ordered logit probably trumps the MNL model. It is a more efficient estimator in general, meaning the estimates you will get from using it will have a smaller variance and be more precise. Nonetheless, it may still be useful to estimate a model with ordinal outcomes using MNL (which is designed for nominal outcomes) – it depends. Using MNL is not a silly thing to do in this instance but ordered logit would likely be better.

Similarly, for the grouped aggregated data, why not just compute NPS for each group and model it directly using ordinary least squares (OLS)? What's wrong with that? First, NPS is bounded by -1 at the low end and 1 at the high end. OLS can yield NPS that can go outside the bounds of -1 to 1 and that would make no sense. Second, OLS cannot tell you how probabilities of Promoters, Passives and Detractors change as drivers change. Grouped logit can – that's the level of detail and sophistication you want. Third, you can reasonably expect the effects of the drivers to have diminishing returns as you approach the NPS bounds of -1 or 1. A linear model cannot handle this but logit models can – they have S-shaped relationships between drivers and probabilities for Promoters, Passives and Detractors.

And why can't an analyst just use OLS in lieu of ordered logit? In this case, the left-hand-side variable is just numbers from 0 through 10 – why ordered logit in lieu of the much easier OLS? OLS is inappropriate to apply to the individual survey respondent data, largely for the same reasons cited above. And the intervals between adjacent values or categories of an ordinal variable (defined by "cutpoints" or "thresholds") are not necessarily uniform but OLS assumes they are. Logit models handle this, OLS does not.

Does not tell the whole story

The concept of net promoter score is a popular and pervasive method of satisfaction measurement at most large and medium-sized firms in American industry. However, the NPS itself does not tell the whole story. Line managers want to know what determinants of NPS will move the needle. This is where a driver analysis of NPS comes in. Driver analysis can answer common questions raised about NPS: What attributes of a sales operation affect NPS the most or the least? How can I improve NPS?

If driver analysis of NPS is important, then it is important enough to do correctly. Though ordered logit and grouped logit are not the only tools in the shed, they are primary workhorse methods for NPS driver analysis. These methods are not for neophytes and require some statistical maturity (i.e., a knowledge of how to specify and estimate the likelihood functions for ordered or grouped logit and then simulate the results). If you commission a NPS driver analysis from an outside research vendor, don't be shy about asking which method they will use. If they can't defend their planned method, don't be afraid to pick another vendor. And do some sanity checks on the simulator after you receive it – this is where the pitfalls of ordered logit will affect the final delivered product the most.

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••• health care research

A total transformation

How a one-woman insights function changed a company's view of research

| By Susan Topel

snapshot

The author details her experience establishing a research department at a $6 billion Fortune 500 company, turning it into a data-driven organization while saving almost $1 million along the way.

The most successful companies know that real-time business insights provide a competitive advantage. But some companies have to reach a crisis point to realize that there is no such thing as magic decision-making without the facts. It forces them to wonder what would happen if they could actually use data to inform their decisions.

At Centene, a St. Louis-based health care services firm, I was hired to establish a primary research function and promote the value of insights-driven business decisions into a culture where anecdotes and opinions drove major investments. I am responsible to support a $6.5 billion government health plan provider, including 17 individual health plans and six specialty subsidiary companies.

With 20 years of experience in market research, I felt up to the task, but only if I could find a way to streamline the data collection and provide quality metrics cost-effectively. As one-person shop, I needed to find a technology solution that allowed me to replicate the productivity and efficiency of a larger team.

So, how do you transform an anecdotal, assumption-based culture to a heavily data-driven and data-dependent one? My journey shows that it's possible – and that it doesn't have to be that hard, or expensive, as long as you have the right approach and understand how technology can help you scale it.

Become a research evangelist

For an organization that had never had a research function, I needed to become a research evangelist. I began going door-to-door, setting up meetings with every function that could possibly need my services, including marketing, product development, HR, finance, health economics, medical management and new product development. I even approached groups that traditionally wouldn't think they had research needs to say, "I'm here and this is what I do. How can I offer support?"

I'm a huge fan of Malcolm Gladwell's "maven" philosophy of finding the trusted

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experts in an organization, the information brokers who are often the first to take advantage of new trends. I started asking people, "What did you do before I got here?" Invariably, there was someone in their department they turned to who had a login and password for a survey software account – someone like Tom in HR, who was the guy that everyone would ask about surveys. He has since become a good friend.

Getting these mavens throughout the organization on board was key to my evangelism. My boss at the time I was hired was a product guru, not a researcher, but knew the value of research and understood that Centene could not continue to thrive and grow without discipline. She wisely predicted: "You know you're doing a good job when your phone starts ringing."

Persistence and gentle persuasion

For my first several months on the job, I continued my dog-and-pony show across the company with persistence and gentle persuasion. I made a concerted effort to educate people about what market research really is and how it is different from direct marketing and sales. I often referred to my work as "survey" or "focus group" help. Market research can be an inaccessible term, as most people think they already know what it means; they might have had a market research class in college or think it consists of sending a postcard in the mail.

I spent a great deal of time evangelizing to compliance officers. Working at a firm that is a health care plan provider for Medicaid, our compliance officers are charged with ensuring that the company complies with state rules that limit promotional activities. The "market research" term really scared off this group, because they assumed we were doing actual marketing, not research. So I changed my title to director of strategic insights and created a presentation that addressed their specific pain points. I highlighted the benefits of strategic insights to create competitive differentiation, reduce customer churn, create new products and revenue streams, identify issues with service delivery and ensure compliance with state contracts.

I believe I won them over primarily by pulling up the CASRO guidelines and assuring them that research participation is voluntary, anonymous and confidential and would not affect a participant's health care benefits in any way.

Start with two focus groups

With a limited research budget, we had enough money to start with two focus groups in each market. I knew that executives had to see the data to believe it and that they needed to see a focus group done well.

To add value right away, the first set of projects focused on learning about our customers. I enticed executives with invites announcing, "One day only: Come hear what your customers think!" I educated corporate attendees about the nature and purpose of focus groups and even advised them how to dress. We set up videostreaming using FocusVision so people off-site could watch from a desktop or smartphone as well as participate by sending live notes and chats. Remote participation was especially helpful for departments that didn't believe in spending money to travel to do research. It was important to make research accessible to everyone, even if they couldn't justify getting on a plane.

The results of our initial focus groups were eye-opening – most executives not only didn't know who their customers were but also had some big misperceptions (e.g., that a typical Medicaid member was not digitally savvy). They were thrilled to hear why their customers felt a certain way about a program or service. We tested all kinds of new value-added offerings, such as a cash incentive program to reward healthy behavior. We also tested concepts for marketing materials and had our customers make decisions for us.

From our humble focus group beginnings, the payoff from our voice-of-the-customer outreach was immediate and explosive. Just as Malcolm Gladwell predicted about mavens, health plan leaders started sharing their experiences with one another. The enthusiasm was contagious as health plan CEOs began comparing notes in their monthly meetings and actually began making decisions based on customer insight. Suddenly, they no longer had to guess and worry with gut decisions but could sleep better at night knowing they were headed in the right direction.

This early success began the second wave of my evangelism: preaching the benefits of what we had learned and how it was actually changing strategy. It also propelled our move to quantitative research to broaden our audience and apply some statistical rigor.

Centralize and standardize

Before my arrival at Centene, there was no centralized research function. Departments were fielding their own surveys using consumer survey tools. They were also hiring full-service research firms but had little time or expertise to find the best providers. Few people had any research training and there was no sharing of information or best practices among departments. This siloed approach resulted in tremendous duplication of efforts as well as poor-quality surveys and analysis.

We needed to standardize on a single, enterprise platform for all types of survey research and began our search with these requirements: robust programing capability but easy to use; ability to pull "best practice" questions from a library; a single library for all surveys; integrated panel management; control over survey development and deployment through a gatekeeper; and affordability.

> The amount of research we did last year in-house would have cost at least $1 million to outsource and we did it for a fraction of that cost.

We selected Research Suite, an enterprise survey platform from Provo, Utah-based Qualtrics that met all of these requirements. Qualtrics allows me to function with the efficiency of a larger team and lets me create surveys with a variety of questions types, including heat maps and matrixes with graphics. The ability to include graphics and videos in surveys helps make our quantitative results as qualitative as possible.

Once we standardized on a technology platform, we needed to get everyone else on board. I made friends with the folks in IT and together we found 60 individual licenses for SurveyMonkey, SurveyWriter and a few other tools. The IT team blocked all of these sites and then informed the help desk team to divert all complainers to me. It turned out to be a great way to attract more mavens.

Come a long way

We've come a long way in the past 18 months. Today we are conducting approximately 400 surveys a year in-house, averaging 30-40 surveys a month across all departments. About 30 percent of our overall research is internal: HR, employee feedback, internal positioning and seminar and workshop feedback.

We recently conducted an employee satisfaction survey for one of our call centers and by acting on the results, we reduced our employee turnover by nearly 30 percent. Of the 70 percent of our research that is external, 30 percent is customer satisfaction to support retention, another 30 percent is product and concept testing and 10 percent is focused on branding and corporate positioning.

We recently conducted a large conjoint study across all of our 17 markets to design a new health insurance product and used the results to drive product configuration, pricing and deployment. The project was an example of how we now take a broad, analytical approach to decision-making, rather than throw darts at a map.

I am able to do most of the research myself using Qualtrics. I can create and launch surveys in a matter of hours and am often able to disseminate findings in an attractive, digestible format within 24 hours. Being agile and responsive to senior management has been critical. I can launch a 20-question survey to thousands of providers on a Friday afternoon and have 600+ responses by Monday morning to inform our decision-making.

We continue to use outsourced research providers for a variety of projects, but doing more research in-house has allowed us to dramatically increase the volume of research across the entire organization. We estimate that the amount of research we did last year in-house would have cost at least $1 million to outsource and we did it for a fraction of that cost.

A seat at the table

The strategic insights function at Centene now has a seat at the executive table and plays a critical role in strategic decision-making. From our humble focus group beginnings, the company has truly transformed into a data-driven organization. You can't argue with facts. I am part of an integrated team that drives the development and implementation of every new product – and we don't make a move without data.

A successful transformation to a data-driven company also brought several unexpected and personal benefits: a promotion, a window office and a parking space. Now that's a success story!

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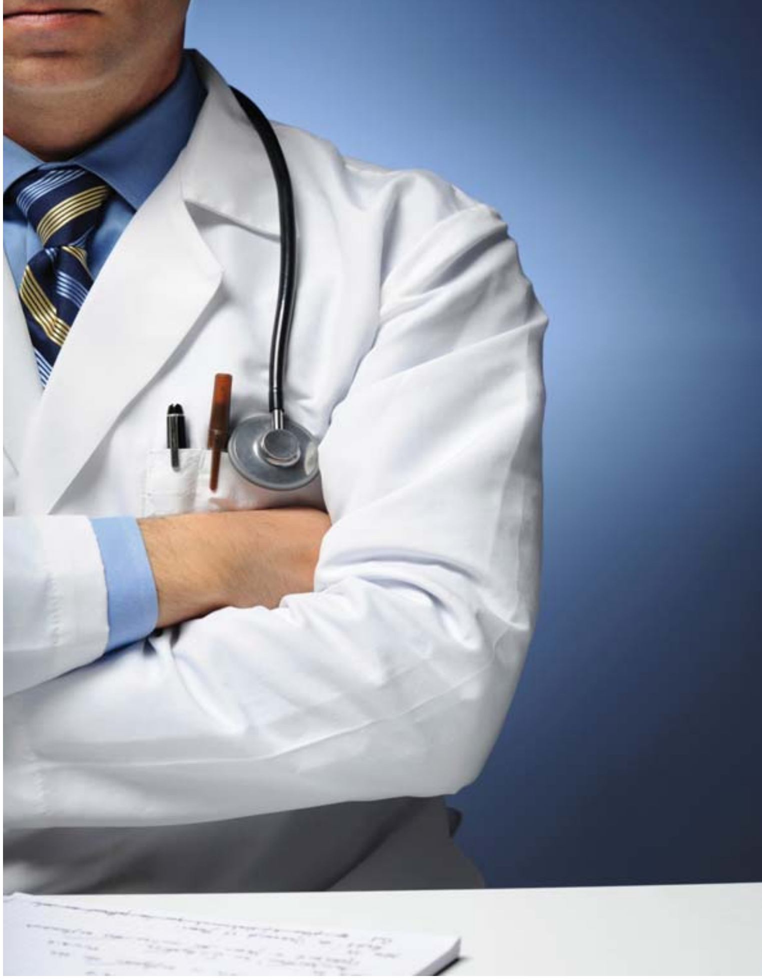

••• pharmaceutical research

Improving the long-term prognosis

How loyalty insights strengthen doctor/brand connections

| By Thomas Hartley

snapshot

An exploration of the value of understanding the nuances of physician loyalty – or lack thereof – to pharmaceutical brands.

Over the past several years, pharmaceutical companies have begun leveraging customer loyalty and engagement research to strengthen competitive positionings, improve customer experiences and deliver more engaging marketing. And loyalty research firms have responded with customized innovations geared toward pharma marketers, such as closer integration of brand and marketing concepts into customer loyalty studies.

For pharmaceutical companies, winning the loyalty game means achieving a greater share of physicians who will give your company and product the benefit of the doubt; while creating fewer disloyal physicians – those who will avoid your product whenever possible. Pharma companies have begun to think carefully and act decisively as they move “beyond the pill” and into a multichannel world with a value proposition that integrates the products, resources and services that build engagement and loyalty.

Loyalty research also helps pharma brand teams allocate their wide-ranging marketing expenditures to the most impactful channels and understand which channel attributes are creating levels of dissatisfaction that may ultimately give customers a reason not to buy. Managing physician loyalty does not mean pulling back on marketing activities that lead to short-term sales; it means undertaking additional activities geared to long-term loyalty.

Nearly synonymous

The pharmaceutical industry is different from consumer service and many B2B industries because the medication, not the company, has historically been nearly synonymous with the brand. In banking, retail, technology and medical equipment, the brand of the company has always played a pivotal role – where you shop or who holds your mortgage is crucial. But most pharmaceuticals have been marketed to a fairly small population of specialists, with many companies selling a single brand to any given specialty. As a result, marketing materials and sales representatives have often used only the product’s brand name, so that is all

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Figure 1: Awareness of the Pharmaceutical Company That Markets Each Brand

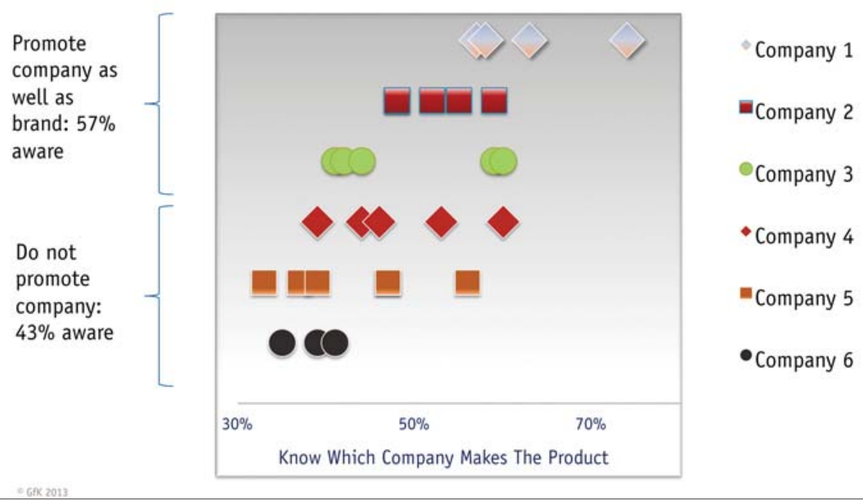
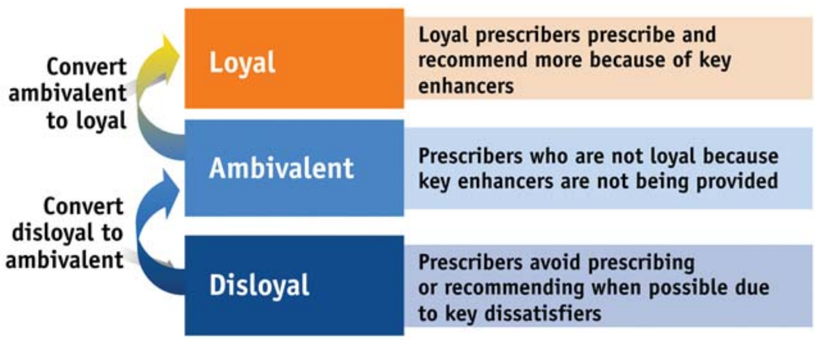


Figure 2: Building Loyalty – Converting Ambivalent to Loyal Prescribers and Converting Disloyal to Ambivalent



that physicians came to recognize.

Three recent environmental shifts have changed everything:

- Pharma companies began to market additional products to a given target, first in primary care, then in specialties. A company's sales representative might speak to a physician about blood lipids one day and acid reflux or pain management the next.
- Consolidation in the industry presented opportunities to centralize services, from patient education to medical information, and these were branded with the company's name, not the name of a single product.
- Competitors began to market very similar products and differentiation came to incorporate not just product features but also the extensive range of services that pharma companies now provide beyond the pill.

Despite these shifts, some pharma marketers and executives believe that the average physician has no idea which company makes what drug. As Figure 1 shows, there is a wide range of manufacturer recognition. (Each row represents the products made by one company.) The firms at the top have successfully promoted their overall brands and most physicians know which companies make their products. The bottom row shows, however, that there are still medications whose manufacturers are known by fewer physicians.

This complex situation calls for added subtlety in the ways we conduct loyalty research among physicians. Understanding how individual specialties feel about given manufacturers and drugs, and how those relationships are tied to doctors' interactions with patients, demands greater discernment and higher precision.

Three key elements of this extra dose of insight are:

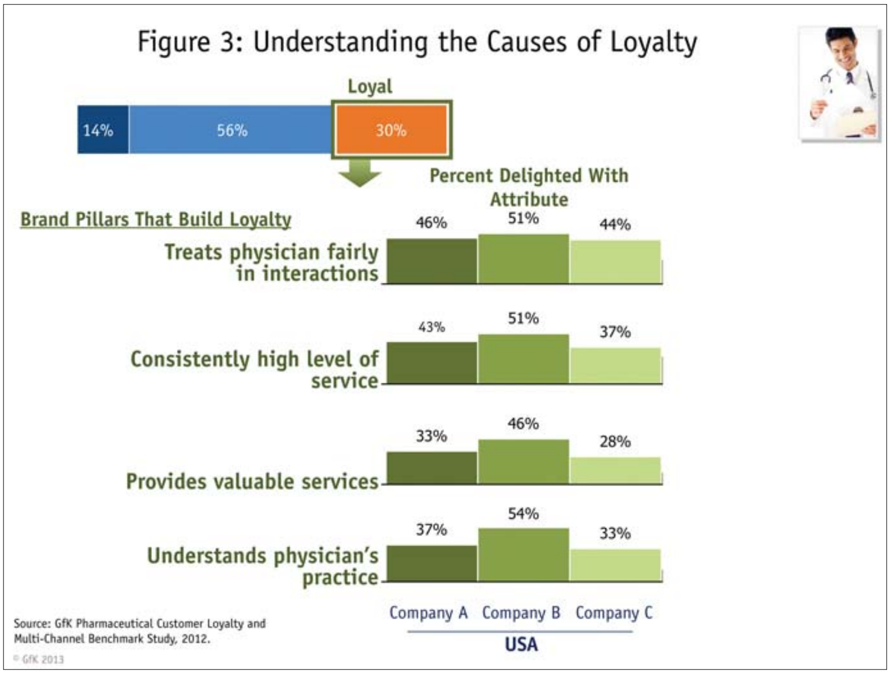
- understanding that drivers of loyalty and disloyalty are often different, and measuring them in separate steps;
- using an index approach to determining physician loyalty, rather than relying on any one score; and
- recognizing and assessing the multichannel nature of today's marketing, from video details to social media.

Two-pronged effort

As Figure 2 shows, building deeper relationships with physicians requires a two-pronged effort: converting ambivalent physicians to loyal ones and fixing the problems that are making some physicians disloyal. From a market research perspective, it is important – and somewhat rare – to conduct this analysis in two steps, because doing so requires special non-linear estimators. This analysis reveals an important discovery: The two lists of priorities are not the same. The implication is that different strategies are required to build loyalty and to eliminate disloyalty.

A recent GfK study of pharmaceutical brands looked at which drug brand pillars lead to physician loyalty, with a special focus on strategy: What should the brand stand for in the minds of customers? This study exemplifies a series of studies that were designed to help pharma companies align strategies to build customer engagement. The extensive data set is based on 30-minute online surveys and includes over 4,500 ratings of companies and brands from physicians in over 10 specialties who treat over 15 conditions.

Companies can choose to stand for things that create loyalty – and predispose customers towards their products – or they can stand for things that really have no commercial impact at all. By doing the former, they are occupying the high ground and leaving their competitors to either fight for me-



too status or stand for values that have secondary impact.

Differ dramatically

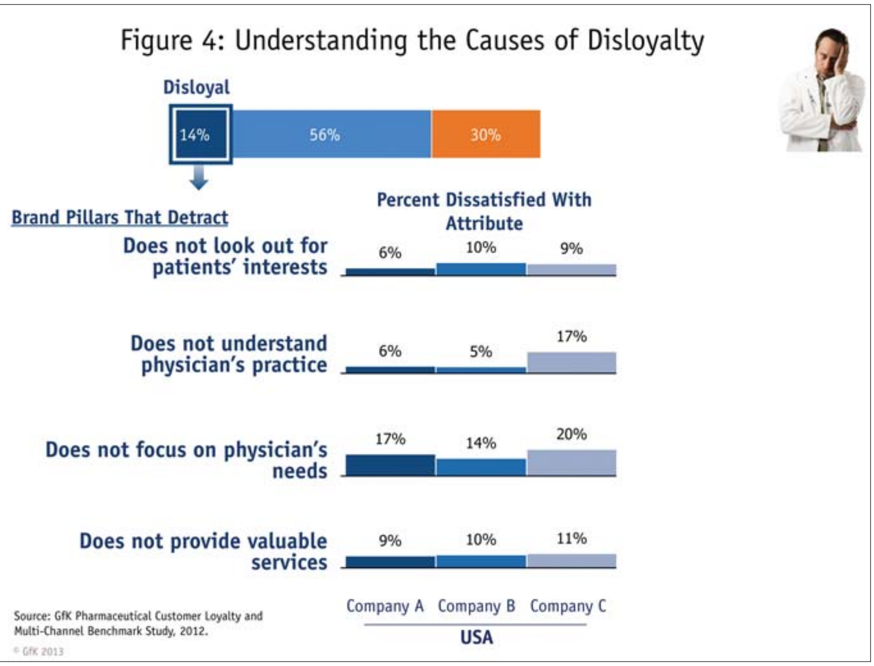
We have worked in a variety of therapeutic areas where the drivers of loyalty, and the most effective channels, differ dramatically. Our recent study looked at the statistical impact of over 20 brand pillars, and should be taken as an illustration; results for each company and brand will differ.

Figures 3 and 4 show the results of the two-step strategic analysis. Two steps are required because our statistical estimator does not assume that just because more of something leads to loyalty it must also be the case that less of that same thing causes disloyalty. Our approach takes more time to explain but the result is that brand teams and enterprises can focus on factors that build loyalty even if their absence is not a negative. And they can determine the dissatisfiers that lead most strongly to disloyalty even if those same factors have diminishing returns.

Figure 3 shows the strongest four attributes in terms of their impact on loyalty – with typical results from this kind of analysis. We learn that physicians are more likely to be loyal if they believe that the company: treats physicians fairly in their interactions; provides a consistently high level of service; delivers valuable services and; understands the physician's practice.

The bar charts represent the percent of physicians who are delighted with each of three companies. Imagine for a minute that you are Company A. You are faced with Company B, which has convinced over half of physicians that it has achieved excellence in three of the four areas. Your company is fairly

Figure 4: Understanding the Causes of Disloyalty



Source: GfK Pharmaceutical Customer Loyalty and Multi-Channel Benchmark Study, 2012.

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Figure 5: Which Channels and Resources Build Brand Pillars

- **For each brand pillar, determine which channels and resources convince customers that your company and brand delivers on the brand promise**
- **Then deliver excellent performance on these channels and resources**

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close in two of those areas. To create a brand position – a structure of brand pillars that can generate a leadership position in the minds of your customers – you need to find at least one area that you can own. In this case, it will be "providing valuable services." To complete the bundle, close the gap on those areas where it is feasible, given the size of the gap and the resources that would be required.

Strong impact

Figure 4 shows the four strongest drivers of disloyalty. While one of the factors (understanding the physician's practice) operates in both directions – and so would have risen to the top in a linear analysis – the other three have a strong impact on disloyalty without having much of an impact on loyalty.

We learn that the strongest driver of physician disloyalty is the belief that a company does not look out for patients' interests. Another key factor is the perception that the company, its marketing channels and sales force are not focused on physicians' needs. And a third cause of disloyalty is simply not seeing value in the company's services.

Company B still dominates, with lower levels of dissatisfaction than competitors on most items. But here, Company A has an area of strength – few physicians believe that it does a poor job of looking out for patients' interests. So Company A's first job is to consciously maintain this advantage. Its other job is to eliminate weaknesses (e.g., learning why some physicians believe it does not focus on physicians' needs) and then take advantage of disloyalty to competitors by demonstrating that it will fulfill this basic need when competitors do not.

We also observe a fundamental principle in action: Three of the four strategies that would reduce disloyalty have diminishing returns. These are areas where problems should be fixed but where creating excellence would not generate a competitive advantage in terms of loyalty.

Measuring and managing

In today's pharmaceutical industry, where it is no longer the rep and samples alone that build loyalty, the multichannel experience is what creates perceptions of value, strengthening brand pillars and, in turn, developing loyalty (Figure 5). Pharma companies now face the challenge of measuring and managing the entire multichannel experience. Interestingly, in different therapeutic areas, very different channels have assumed the mantle of supporting actors that supplement the leading role of the rep. This article presents one example.

Drill-down analysis identifies channels that have the strongest impact on perceptions of your company – those channels that lead physicians to see your firm as delivering any or all of the key loyalty (and disloyalty) drivers.

Figure 6 shows a channel drill-down analysis for one critical brand pillar: "provides valuable services." It will not surprise anyone in pharma that the sales rep is the strongest pillar. Samples also are critical, in those therapeutic areas where samples are a way that physicians can provide valuable support to patients. But many other factors now play a role, from video details to medical liaisons to patient assistance and the entire spectrum of resources that has created the multichannel customer experience. This shows how a multifaceted and intricate brand-building process can be simplified by prioritizing high-impact channels that strengthen a brand pillar and lead to loyalty.

To build the perception that the company provides exceptionally valuable services, marketers need to pay attention to the top-box ratings of each channel that leads to the perception of excellence in those brand pillars that support loyalty. Our results show that Company A will need to focus its attention on video details (similar to a sales rep visit but conducted on an audio-visual platform) and sampling. This company's reps and Web site are providing an outstanding experience for many physicians. But the percent of physicians giving the highest ratings on video details and samples is sub-par.

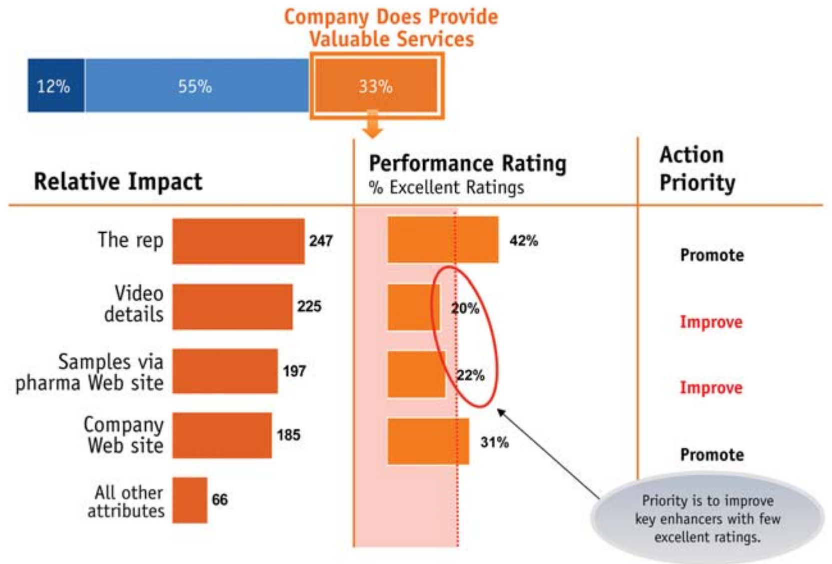
Customer loyalty and multichannel customer experience research tells you what areas need to improve, in the context of the full marketing program, to ensure that investments have the biggest impact on building loyalty and share of scripts. Additional qualitative research, competitive analysis or strategic innovation will help the brand teams determine specifically how to improve. Only by taking a holistic look at all of a company's physician touchpoints, in combination with a loyalty assessment that shortens that list of touchpoints into a focused and manageable set, can we arrive at a true understanding of how to allocate efforts and investments.

Metrics vary widely

As in other industries, the metrics used to measure loyalty in health care vary widely. Net Promoter is the most famous metric, fleshed out in Fred Reichheld's publications and Bain's consulting work, while satisfaction is still the most common. But any loyalty metric needs to be carefully considered.

The critical question is how much benefit accrues from the additional complexity of an index, compared to the simplicity of a single question. The pharmaceutical industry is rich with data on actual customer behavior, including scripts written or revenue resulting from an individual physician's prescribing behavior. Figure 7 shows the results of an analysis in which physician opinion data is merged with actual prescription revenue per physician. Each pair of bars compares loyal physicians – however measured – with physicians who are not loyal.

Figure 6: Strengthening Brand Pillars
Channel Drivers of 'Provides Valuable Services'



Source: GfK Pharmaceutical Customer Loyalty and Multi-Channel Benchmark Study, 2012.
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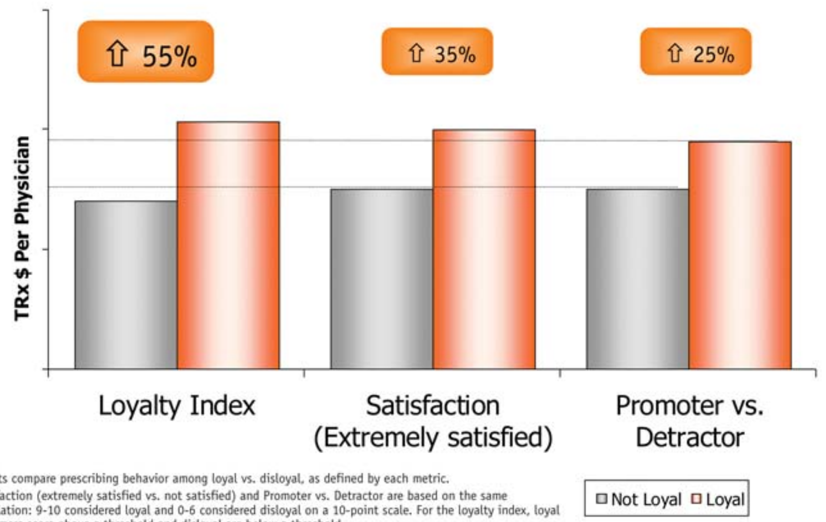
Figure 7: Ability of Alternative Loyalty Metrics To Discriminate Prescribing Volume



Results compare prescribing behavior among loyal vs. disloyal, as defined by each metric. Satisfaction (extremely satisfied vs. not satisfied) and Promoter vs. Detractor are based on the same calculation: 9-10 considered loyal and 0-6 considered disloyal on a 10-point scale. For the loyalty index, loyal customers score above a threshold and disloyal are below a threshold.
Source: GfK analysis of a portfolio of therapeutic areas.
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In each instance, the loyal physicians (represented by the orange bars) are responsible for more revenue per physician than the ones who are not loyal (the gray bars). The key question is: How much more revenue? Comparing Promoters to Detractors achieves a 25 percent differential, which is to say that Promoters prescribe 25 percent more than Detractors. (Promoters selected 9 or 10 on the recommendation scale, whereas Detractors selected 0 to 6.) When we apply the same scale and calculation to a satisfaction question, it discriminates somewhat better, with extremely satisfied physicians (scores of 9 or 10) prescribing 35 percent more than not-very-satisfied ones (those who chose 0 to 6).

Opinion researchers have known for years that indexes outperform individual questions, so it is not surprising that the loyalty index outperforms the single-question items. But by how much? Loyal physicians (defined as scoring above a threshold on the index) prescribe 55 percent more than physicians who are not loyal.

It is important to note that all three of the indexes generated roughly the same percentage of physicians who were considered loyal. They differ on which physicians were placed into the loyal category. In pharmaceuticals, at least, an index is a more accurate measure of loyalty, if what you are interested in is more prescriptions and more revenue.

And a more accurate loyalty metric will lead to more precise driver analyses. Driver analysis determines for which variables a high score on the attribute coincides with a high score on the loyalty metric. If your loyalty metric is not accurately predicting future prescribing behavior, the drivers will be off, too.

Leads to more prescriptions

In undertaking and deploying customer loyalty and engagement programs, pharmaceutical brand teams and multichannel marketing executives have added a longer-term and customer-centric focus to their existing promotional and service activities. They have discovered that intentionally building brand pillars – the things that your company and your brand stand for – is vital. Putting in words the things that you stand for, and making sure that physicians experience and recognize those benefits, leads to more prescriptions than a focus on short-term promotional activity alone.

In accomplishing this, pharma companies have also viewed their mix of promotional and service activities through slightly different lenses. The ability of a channel to drive and maintain scripts and share will always remain primary. However, we have now learned that it is also important to ensure that the mix of channels supports your brand pillars and creates loyalty. And ensuring that customers are satisfied with their experiences with those channels will lead physicians to prescribe more of your brand because of – and not despite – the things that you stand for.

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••• pharmaceutical research

Getting ahead of the game

Using research to identify the barriers to regulatory approval

| By Andrew Meadow

snapshot

The author explains a method for identifying and mitigating the development risks associated with a regulated health care product's life cycle.

The debate is being waged both within the halls of market research and strategic advisory firms – not to mention biopharmaceutical and medical technology entities – over the need to conduct primary strategic research early in the new product development process and define what strategic conclusions will actually be confirmed.

In a decade in which biopharmaceutical and medical technology companies are being forced to do more with less, research firms must redefine the traditional primary research methodologies used to gather information during this process, the type of data that is ultimately obtained and the source(s) from which this insight is emerging. The data obtained needs to be both actionable and tangential for a compelling clinical trial protocol to be designed, one that takes into account the needs of clinical and regulatory executives, chief medical/scientific officers, as well as the commercial operations and reimbursement teams.

The mind-set of "data for the sake of data" needs to be replaced by an understanding of what information is necessary to achieve specific decision points and outcomes and how best to segregate the data into viable strategic initiatives that help executives make go or no-go decisions. Therapeutic-specific insight that is measurable and leads to tangible outcomes is vital if one is to effectively analyze and validate the assumptions related to the clinical development process while highlighting the unknown outcomes and adverse events associated with the regulatory approval process.

The desire to embark upon an adaptable clinical planning and evaluation initiative early in a regulatory product's evolution is high. With no silver-bullet solution currently available, companies looking to launch FDA-approved products have had very few options to mitigate risk and improve outcomes.

In this article, I'd like to explore a method for using primary market research to analyze the merits and shortcomings of a clinical development process, be it a biologic compound or a device. The methodology is called channeled clinical trial deliberations (CCTD) and it evolved

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from a conversation with a client a number of months ago.

We were discussing a strategy issue that was limiting her company's ability to achieve FDA approval for a novel therapeutic compound and I asked her which aspect of this development process most troubled her team. Without hesitation, she cited the need to ascertain the clinical and commercial viability of her development-stage portfolio early enough in each product's life cycle to avoid making ongoing investments that will likely not be approved.

Her challenge was not the determination of whether this treatment modality was going to become a blockbuster product; rather, the first critical issue is whether the therapeutic compound would survive the various stages of the regulatory review process. Additionally, it's important to know what type of investments – financial as well as time – are required to significantly reduce failure rates; improve the quality of the interaction with the FDA; and successfully prove safety, tolerability and efficacy.

Three critical questions

The three critical questions that we began to focus upon were: Will the product be approved? Will it be a viable commercial treatment modality? And what are the requisite resources and timing necessary to get the product into a patient's medicine cabinet?

In addition, the systematic approach designed to answer these and other questions must be flexible and replicable so that the same type of evaluation can create a hierarchy that triages each opportunity, in rank order, by those compounds possessing the highest probability of clinical success. If the financial or operational requirements necessary to achieve this are not within a company's means, what alternative development pathways and strategies can be employed to ensure that the company achieves commercial and economic relevancy for the product?

A tangible consensus

CCTD is a qualitative primary research methodology that examines how regulatory, clinical trial design and new product planning teams reach a tangible consensus on one or more development pathways for a product. CCTD is similar in many respects to the deliberations of a jury at the conclusion of a trial, as management reviews all of the material and information obtained prior to and during the clinical trials. The "jury" is then asked to reach a "verdict."

With a sample population of 10 to 12 participants, CCTD engages tenured individuals with very specific professional profiles, such as former regulatory affairs executives, clinical development officers, pharmacologists, practicing physicians who specialize in a specific therapeutic category, former chief medical/scientific officers and clinical research advisors – none of whom have ever been employed by the company.

The group is given technical data pertaining to the product's composition of matter and mechanism of action, as well as any clinical trial protocols and results, should any exist. The first deliberation during the first session with all the study's participants is a review of the trial's proposed end points, protocol, dosing regimen and design and implementation. The moderator will start with a defined set of objectives and questions that must be analyzed and a consensus reached before Part I of CCTD can be completed.

As the deliberation effort progresses toward a conclusion on each topic, the moderator will infuse new variables and clinical factors that must be incorporated into the overall analysis. Depending upon the size, scope and complexity of the clinical trial, this phase of the CCTD deliberation process can last two or three days.

Finite and defined

The methodology's objective is to evaluate a product development process in which the possible outcomes are finite and defined; the execution is flexible enough to incorporate new factors and decisions to account for possible new or evolving scenarios in the clinical trial process; and the clinical study could be replicated as the treatment modality progresses through the clinical development process.

An advantage of the CCTD methodology to corporate officers is that an independent group of tenured clinical, scientific and regulatory professionals are rendering a definitive opinion regarding the existing clinical study design and implementation efforts in addition to creating a series of alternative steps and modifications, if not redesigning the protocol itself, that will mitigate the risk associated with the ensuing clinical trial.

An empirical study

To evaluate the design, approach and implementation of CCTD, we undertook an empirical study of the method. We conducted individual interviews with five executives within the clinical, product development, payor/provider access and regulatory affairs disciplines, as well as five chief medical officers. Seventeen of the 25 participants came from the biotechnology and pharmaceutical industry and eight from the medical device market, with all participants working in the United States.

Each respondent received a series of questions that we covered in the interview five days before the conversation. The questions focused on evaluating a series of pre-commercialized product development approaches that each of the 25 respondents had employed historically to identify any practical or strategic similarities with respect to defining end points; protocol design; the steps taken to create a trial that achieved both the predetermined end points and the protocol itself; implementation; and the actual outcomes.

With each respondent, we defined the number of products, irrespective of therapeutic classification, that began in any given early stage trial and the clinical process that ultimately weeded out the vast majority. For the sake of comparison of like products only, we removed all orphan drug candidates from the analysis. What we found is that each of these executives were very committed to creating and bringing to market clinically-approved products that redefined the way doctors approached and treated debilitating diseases. What's more, the clinical trial design, approach and step-by-step process that each of the biotechnology, pharmaceutical and medical technology executives embarked upon in the areas of clinical, regulatory and reimbursement planning were very similar.

As part of this effort, we also evaluated the type and frequency of correspondences that each received from the FDA, along with the time that elapsed between when a correspondence from the agency was received and a corporate response was submitted. In addition, we analyzed the total number of products that received first-cycle approval for the new drugs and biologics, as well as those that underwent a multi-cycle review process, and compared these figures to the company's total number of products that began the clinical study process at a given point in time. This helped identify the actual value-add that a customized and targeted strategic approach would contribute to a regulated product's clinical development pathway.

Myriad of vantage points

Equally important, another benefit that emerged when implementing this methodology is the various scenario analyses that defined successful critical assessments. Oddly enough, when the client was asked what a success or failure looks like and how is each measured, alternative milestones such as strategic partnerships and co-development alliances were not mentioned. The CCTD methodology allows key opinion leaders to evaluate the product in question from a myriad of vantage points to ascertain the clinical and commercial viability and help define the requisite steps necessary to achieve these varying levels of success.

As greater insight into the potential shortcomings of the clinical trial design, protocol submission and implementation is received, management can utilize CCTD to review and deliberate this material with the benefit of knowing that each aspect of the study is being evaluated by a vertically-integrated group of key opinion leaders within each aspect of the clinical trial design and regulatory review processes.

This research methodology is not designed to take the place of a regulatory or scientific advisory board. Rather, it is part of a comprehensive review process that utilizes a different set of information variables and qualitative research insights to determine whether to continue with the clinical trial process and, if yes, how these efforts should be structured and implemented. The flexibility of the design and implementation of this solution lets the deliberation process be modified and customized as needed throughout the product's life cycle.

The finite outcomes

What differentiates the CCTD methodology from traditional primary research techniques are the finite outcomes and go or no-go decision points that emerge at an appropriate time, including:

- whether the defined clinical trial end point is compelling, achievable and validates the product's safety and tolerability profile;
- if achieving these predetermined objectives has the potential to satisfy a regulatory body's detailed review and assessment;
- the potential exposure and risk that might result from the implementation of a clinical trial's protocol, what assumptions are to be considered, as well as the alternative strategies to be implemented that can alter the scenario and ensuing outcome;
- the appropriateness of alternative trial plans so that if the initial protocol is not approved, modifications to the existing plan have been considered and evaluated early and thus delays are minimal; and
- the potential exposure inherent to any new product's evolution, especially those that are subject to the scrutiny of a regulatory review process, irrespective of industry segment and focus.

Moreover, with total Phase I to Phase III clinical trial costs per product escalating to over $800 million, CCTD can help mitigate the uncertainty normally associated with a clinical trial's design, implementation process and regulatory review outcome. CCTD does this by:

- identifying the tangible strategic conclusions that must arise from the protocol's design and implementation;
- highlighting the likely and required outcomes that regulatory authorities expect to see in the final trial results;
- determining if the clinical trial plan will meet the intended end points (i.e., How do these end points compare with approved and marketed products and those that are undergoing clinical trials?);
- defining the potential clinical trial's focus to address any unmet treatment needs (i.e., How does this compare to commercialized and approved products within the same therapeutic category?);
- evaluating the variance between the clinical trial protocols and projected outcomes vs. actual outcomes of currently-available treatment modalities;
- uncovering potential modifications that may need to be employed to the clinical trials based upon preliminary results from earlier studies;
- scenario-planning of potential outcomes given modifications to a predefined clinical trial's designs; and

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- defining the relevant and requisite data necessary to achieve regulatory approval.

Not a silver bullet

CCTD is not a silver bullet. To be effective, such initiatives should be conducted prior to and in lockstep with each phase of the clinical trial and product development process so that management can take advantage of the insight, learnings and scientific research conclusions that emerge from the two parallel paths. This way, corporate executives can compare and contrast in real time the learns along with the outcomes surfacing from each of the two studies.

The analysis must produce cross-functional insights into the potential problems that may adversely affect a product's development well before these issues surface. The CCTD methodology is more than scenario-planning and trial simulation. It begins with this question: How is the product's success and failure measured?

Given that the approval rate of new therapeutic compounds that successfully complete the full regulatory review process is arguably less than 2 percent, it's statistically likely a new compound will fail to satisfy a regulatory body's safety, tolerability and efficacy thresholds. But if we augment the type of data that product development, medical, clinical and regulatory executives have at their disposal when designing and implementing a clinical trial's protocol, decisions regarding the viability of a product can be defined well before any documentation is submitted to a regulatory body for approval and certainly well before significant capital is invested in research and development. The timing and availability of the insight and information emerging from the CCTD review is mission-critical so that contingency plans can be designed and implemented to avert a significant setback.

Its root cause

If a problem does arise during the evaluation process, what can companies do to ascertain its root cause? Why do clinical trials fail? There is no shortage of smart, tenured clinical research professionals who are supported by seasoned clinical research organizations. Yet even with great minds, significant cash resources and months or even years of planning, the vast majority of treatment modalities do not make it past Phase II.

For the moment, let's assume that more than 75 percent of the clinical-stage products that enter Phase I lack the clinical relevancy, scientific merit or requisite medicinal safety profiles necessary to be approved for Phase II. For the remaining products, an even greater development challenge awaits: designing a Phase II clinical trial that proves safety, tolerability and efficacy. For many clinicians though, Phase II planning should begin earlier – even before Phase I.

The focus of the clinical effort needs to change from "How do we not fail?" to "How do we succeed?" The statistical hypothesis is that a clinical-stage product will be denied commercial relevancy in its current form. This is not to argue that innovation, along with research and development, should stop. Rather a new approach needs to be created to improve clinical outcomes. To achieve this, we need to first explore why drugs fail in clinical trials. Also, a drug can achieve all predetermined and requisite clinical outcomes, earn FDA approval and still "fail" once the treatment alternative reaches the market. Hence, at the beginning of any trial, the first, most-important questions are: What does success look like for this compound? How is success defined? What is required to achieve this defined level of success?

A much higher standard

A medical product's success is measured by a much higher standard than those used with consumer products. While CPG brand executives focus on unit sales, market share, brand recognition and dollar sales, in health care the desired outcome is gauged by how many lives were improved through the use of this product. Further, through the use of this product, did someone live who otherwise would not have? Also looming is a commitment to the Hippocratic oath to "do no harm" when serving as a treatment alternative to a patient.

Commercial success and failure transcends pure economic gains when it comes to regulated medical products. And with differing mechanisms to action and chemical compositions, what has worked in the past for one product may not work again.

Equally troubling, the one area of the development process that seems to be absent from the market research conversation is regulatory affairs. What type of market research methodologies and study designs are available to address the unknown associated with bringing a therapeutic or medical device through the regulatory approval process? If market research's mission is to provide answers to questions that cannot be addressed through off-the-shelf materials and assist clients in redefining the way they compete in the market, addressing the unknown is critical.

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social media research

Beyond monitoring

Analyzing the content of social media data

| By Ann Veeck

snapshot

The author provides a framework for analyzing social media data, drawing comparisons to qualitative data analysis while also outlining how and where social media data requires a specialized approach.

Among the many new sources of consumer information that have emerged in the last decade, social media data are among the most potent and game-changing for effective marketing research. Social media platforms offer a powerful opportunity to gain immediate access to the unfettered opinions of consumers. Many companies are aware of the value of using social media data to gain marketing insights. But there is so much information out there. How can businesses tap this source to obtain deep, actionable insights?

A number of excellent programs and services – some free and some commercial – have been developed for the analysis of social media data. Yet, the focus of the vast majority of these tools is to provide summary statistics of the data. Web analytics – for example, word counts, reach, word clouds, volume, sentiment analysis – can provide valuable, up-to-the-minute snapshots of Web content. Still, no algorithm is an adequate replacement for the in-depth analysis of consumer-generated feedback that can be conducted by a skilled analyst with a deep understanding of a brand and its challenges and opportunities.

So, how can analysts move beyond reporting superficial summary data to acquire strong and actionable insights from consumers? Fortunately, a model for the in-depth analysis of social media data already exists in the example of the best practices that have been used by research analysts for decades to analyze qualitative data. With an understanding of the differences between social media data and traditional forms of qualitative data, qualitative data analysis can be applied with modifications to the analysis of social media data.

Important differences

While the process for analyzing the content of social media data is similar to that used for qualitative analysis, important differences must be taken into consideration. The

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following are the steps for analyzing social media data.

Step 1: Develop a problem definition and research objectives.
For most research, developing focused research objectives is usually the most important step. What decisions will be made with this information? This guideline holds particularly true for social media analysis where a clear direction is needed to make sense of the copious amount of data. Limiting the focus to a defined topic and specific objectives will make the analysis more manageable. Still, to take full advantage of social media data analysis, the research objectives should also allow for an element of discovery. The data may lead to unexpected places.

The following are examples of objectives that social media analysis is particularly suited to address: competitive analysis; product extensions; product strengths and weaknesses; new uses of products; and reactions to advertising and promotions.

Step 2: Identify key search terms
The identification of the proper key search terms is a crucial step to the successful analysis of social media data. The process is often an iterative one, with broader searches being followed by searches using combinations of terms or newly discovered synonyms or tangential phrases. Obvious terms to start a search include the product's brand name, competitors' brand names and the product class. More exploratory analyses might investigate activities, events and emotions related to a brand.

Step 3: Identify social media data sources
The identification of the most useful data sources is another important step to social media data analysis. Online aggregator tools, such as TweetDeck and Scout Labs, can aid in this process. Still, sometimes these tools can miss some important types of social media platforms.

Depending on the research objectives, some types of social media sites that can provide consumer-generated data include the following:

- social network sites (e.g., Facebook),
- video-sharing sites (e.g., YouTube),
- photo-sharing sites (e.g., Flickr),
- product and service review sites (e.g., Yelp),
- Web-based communities (e.g., Chowhound),
- blogs (e.g., Gardenista), and
- microblogs (e.g., Twitter).

Finding the most current and germane sites is a moving target, since social media-oriented data sources ebb and flow in popularity. While this makes the task of identifying the best sites from which to gather data more difficult, it also means that new forms of exciting and relevant consumer-generated feedback are always emerging and can be uncovered with a bit of persistence.

Step 4: Organize data
Some of the most important consumer-generated data will not necessarily be in the form of text. Photos, videos, artwork, literature and other forms of data might provide new insights into product feedback. As a result, organization of the data should be flexible and allow for diverse forms of media. A number of commercial services (e.g., HootSuite, Radian6) and software (e.g., NVivo) are available to assist in this process, as well as free online tools (e.g., SocialMention, Google Alerts). However, some analysts will prefer to replace or supplant these options with more of a do-it-yourself approach to organizing data to ensure versatility and comprehensiveness. Analysts will also need to decide whether to view the data online, via hard copy or through a combination of paper and electronic sources when conducting the analysis, based on personal preferences and on to what extent the data analysis will involve collaboration among team members.

With the abundance of data available on the Web, and with all the twists and turns that can be encountered in the process of organizing data, it is important to know when to stop seeking new sources. The rule of thumb is that when a saturation point is reached – that is, when little new information is being acquired relative to the effort – it is time to end the searches.

Step 5: Analyze data
Once the social media data have been gathered and organized, the best practices for analyzing social media data are the same as those used for traditional qualitative data. First the analysts should review the data thoroughly. As with all research, insightful analysis depends on a comprehensive knowledge and understanding of the data. Then the analysts should begin identifying key themes that emerge from the findings – beliefs, ideas, concepts, definitions, behaviors. The data should be coded according to themes, either by hand or via software (e.g., NVivo) and then compared and integrated. To repeat: This step parallels content analysis of traditional types of qualitative data.

Step 6: Present findings
Following analysis of the data, the findings will be presented via oral and written presentation, using concrete examples and illustrations. Here is where social media data really stands out. Quotes can be presented from Twitter, reviews and blogs, just as verbatim quotes would be used to illustrate findings from focus groups and interviews. But consumer-generated social media data offer much more. Photos found online can illustrate exactly where, when and how a consumer is using a product or service. Consumer-produced videos can demonstrate perceived advantages and disadvantages of products. Even textual quotes praising or criticizing products can be much more colorful when found online with the opinions offered spontaneously and not prompted by a moderator.

Step 7: Outline limitations
When using social media data, it is at least as, and probably even more, important than with other research methods to outline the limitations of the data. Explicitly stating the problems and gaps encountered when gathering and analyzing the data helps to provide a more complete understanding of the findings.

The following are some of the

limitations that are most commonly encountered with social media data:

- The online consumers are not necessarily demographically representative of the product's target consumers.
- Self-selection bias is inherent with social media data.
- Advocates and detractors can distort online conservations.
- The demographic and geographic information of the consumers is often not traceable.

Step 8: Strategize

As with all research, the final and most important step of the analysis is to use the finding to develop research-based, actionable recommendations related to the research objectives. Then, based on the project's results, the next stage of research should be planned.

Challenges and opportunities

Many of the basic steps used for the content analysis of text from structured data collection methods – such as interviews, focus groups, diaries, and managed online communities – can be generalized to social media data. However, social media data is different in a number of fundamental ways, representing both challenges and opportunities for analyses. It is useful to consider these differences.

Overwhelming amount of data. Traditional interviews or focus groups offer a discrete amount of material to organize and present. Social media data, on the other hand, is available in abundance. Often much more social media data related to a topic exists than can be reasonably analyzed. Analysts must place limits, by topics or time periods, on their search efforts.

Unrestricted comments. With focus groups, interviews and even online communities, participants are responding to directed questions. The users of social media state whatever is on their minds. This represents a great opportunity to gain new understandings about consumers' motives, needs, behaviors and emotions. It also means that the problem definitions and research objectives that researchers identify prior to analysis may miss the mark and require revision.

Much more noise. Because social media data is not generally managed, many, if not most, of the comments that analysts sort through will be useless. For every insightful comment found, there are likely to be numerous useless posts, such as sales pitches ("My friend made $1,200 at home last month…"), empty comments ("So true." "What he said." "Yes."), and non-contextualized obscenities (no examples necessary).

Multiple languages. Because social media is on the World Wide Web, relevant comments are frequently posted in multiple languages. As a result, depending on the objectives of the research, it may be beneficial to assemble a multilingual team for targeted projects.

Multiple forms. Consumer-generated data found online can take many different forms. In addition to text, data might appear as videos, audios, photos, artwork, slideshows and other structures.

Lacks context. Traditional qualitative methods allow quotes to be identified with specific individuals, providing key information such as gender, age, location and income. It is much more difficult to ascribe demographics to social media quotes. Even if the information can be traced to a user profile, there are no assurances that the profile is factual.

Cannot ignore

Social media allows access to up-to-date, candid consumer insights as never before. Companies seeking to make sound, data-driven decisions cannot ignore social media as a data source. Conducting a content analysis of online consumer-generated data, guided by targeted objectives, can yield actionable strategic recommendations. Used in conjunction with ongoing monitoring of Web analytics, and as a supplement to traditional research methods, social media content analysis can provide new strategic directions for companies.

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••• the business of research

No direction home?

Charting a course through market research's turbulent waters

| By Ove Haxthausen

snapshot

The advent of big data and other non-traditional information sources is affecting all aspects of the research industry and forcing everyone involved to (re)consider their roles and how they will respond to what could be seismic changes.

A specter is haunting market research – the specter of disruption. Sound familiar? I am paraphrasing Marx and Engels' introduction to their *Communist Manifesto* because just like communism was going to wreak havoc in Europe for a long time after the publication of that book, market research is currently seeing strong trends of change, some of which could be very disruptive to the industry.

The purpose of this article is not to be a manifesto for one disruption or another but rather to take a look at the different trends out there and then introduce a framework for market research stakeholders – marketers, established market research firms and potential disruptors – to chart a course in the midst of the turbulent waters.

A wider choice

First, let's take a look at what is happening in the industry. Things are changing in market research, particularly around the collection of data. New approaches have appeared, from biometrics such as eye-tracking and brain activity measurements derived from neuroscience to virtual reality experiments, social media-enabled qualitative market research, social media listening, "quantification" of social media through sentiment analysis and other types of text analytics, big data generated by corporations and other entities, etc. This has created a wider choice of potential data sources for generating market insights.

As corporations and social media generate more and more data just by virtue of the way they operate, there is even a sense that data will be available to measure almost anything and that the need for traditional quantitative and qualitative research will diminish drastically. The value of market research – the logic then goes – will be in the combination and analysis of all this data to extract valuable business insights, rather than in the data-gathering through surveys and qualitative techniques.

Yet, while most market research firms would agree that they deliver value by produc-

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ing insights, not by gathering data, their business models are not data-agnostic: they are based on fielding market research studies to collect data. Furthermore, the data analysis field is a well-established and crowded one where a plethora of management consulting firms, advanced analytics shops and IT companies already play.

Complement or improve on

In reality, not all trends point toward the irrelevance of market research firms and their business models. Some new data collection techniques are sustaining innovations, the term Clayton Christensen uses in his book *The Innovator's Dilemma* to refer to innovations that complement or improve on existing technologies rather than creating a disruption with a radically different technology or approach.

Sustaining new data collection approaches include biometrics and neuroscience brain activity measurement because those are being used as complements to traditional research approaches to provide deeper insights. They cannot replace existing research approaches. Virtual reality experiments are also a sustaining data collection innovation, because behind the virtual reality environment, data is still collected and analyzed in ways consistent with traditional approaches. Social media-enabled qualitative research, social media recruiting of online panels are sustaining, because traditional qualitative and quantitative research is still being conducted using moderators and surveys, even if social media is being leveraged to facilitate the process. Not surprisingly, these sustaining data-gathering innovations tend to be embraced by traditional market research firms because they fit into their business model rather than disrupt it.

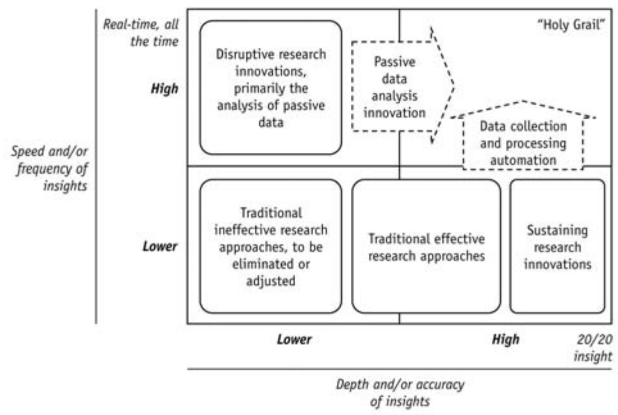
Other new data gathering approaches are disruptive to market research firms and their business models. The growing amount of "passive" data is one example. By passive data I mean data that is being generated without any active survey process, where respondents actively have to respond to a questionnaire of some sort. Passive data includes retailer transaction data, Web behavior, recorded customer service calls, social media postings, store traffic recordings, etc.

When passive data can replace traditional "active" data-gathering approaches it becomes disruptive to the market research industry because traditional market research is no longer needed. Text analytics tools such as sentiment analysis play an important role in transforming passive data into information that is comparable to traditional market research findings.

As an example, a brand tracking dashboard by a sentiment analysis provider such as Collective Intellect – now part of Oracle – will contain metrics very similar to what a traditional quantitative brand-tracking survey will provide. The difference is that the sentiment analysis dashboard provides these metrics in real time, continuously. On the other hand, a dashboard using traditional quantitative survey data will only refresh with certain intervals (e.g., quarterly) and with a delay of at least a few weeks to account for data processing.

Of course, the sentiment analysis data will be less complete and likely less accurate: It can't be mined as easily as the survey data (identification of respondent gender or age, for instance, is hard), the automatic sentiment analysis algorithms may sometimes misinterpret a sentence, respondents may not be representative of a particular target audience and, depending on the volume of social media conversations about a particular brand, some topics may not be available. But the sentiment analysis data comes without any of the respondent engagement issues typically associated with quantitative surveys and is available real time.

Figure 1: Insights Speed vs. Depth of Available Research Options



Usually faster

Just like disruption theory suggests, sentiment analysis and other tools for analyzing passive data tend to provide lower-quality, less in-depth findings than traditional market research approaches, but usually faster – often in real time, in fact – and at a lower cost.

We can plot the different available research approaches, traditional and disruptive, on a two-dimensional grid where the x-axis represents depth and accuracy of the resulting insights and the y-axis represents the speed and frequency of the insights delivered.

As illustrated in Figure 1, sustaining innovations are placed to the right of traditional research approaches because sustaining innovations tend to increase accuracy and depth of insight. Biometrics and neurological approaches for instance are often used as a complement to traditional approaches to gain further emotional insights. Similarly, social media-facilitated qualitative research is intended to provide an ongoing, more natural forum where respondents can feel more at ease, increasing the accuracy of their responses. As previously noted, disruptive research approaches such as the analysis of passive data tend to provide faster and more frequent insights because these approaches are often fully automated and do not rely on conducting surveys. But as previously discussed, the insights tend to be more shallow and perhaps less accurate than what one would get using traditional approaches and sustaining innovations.

In the bottom-left of the grid we find traditional approaches that have been disrupted by passive data analysis because they do not provide any additional depth or accuracy of analysis that would justifying their slower or less-frequent delivery of insights relative the analysis of passive data. At the top right would be the Holy Grail: 20/20 insight delivered in real time, all the time. But we are not quite there yet.

As marketers weigh their research options as laid out in Figure 1, they have to consider the nature of the business issue they are looking to address. Simply put, are they better off with the 70-80 percent disruptive solution right now or should they instead wait a month or two for the good-old 100 percent solution? It will depend on the issue they are trying to address.

Some business issues are more time-critical than others and some require deeper insights but can wait a bit. As an example, Figure 2 looks at marketing issues typically faced by a consumer goods company, dividing them between those that are very time-critical, where a directional answer now is likely to be the most valuable, and those that tend to require more in-depth insight, even if that means waiting a bit longer for it.

Gain an edge

Not surprisingly, time-critical issues are more tactical in nature but that does not mean they are less important. With the increasing ability to develop insights on a real-time or quasi-real-time basis, this is an area where companies can gain an edge if they acquire that ability to mine data for immediate insights and are then able to act on that insight very quickly for business optimization. For a typical consumer goods company, some of these tactical issues may include in-market product launch monitoring and optimi-

Figure 2: Examples of Marketing Issues Faced by a Typical Consumer Goods Company

Tactical issues *Timeliness is most critical*	**Strategic issues** *Insights, depth and accuracy are the most critical*
• Product launch monitoring and optimization	• New product development
• In-market campaign monitoring and optimization	• Campaign development and testing
• Week-by-week price and promotional tactics	• Channel and pricing strategy
• In-year media-mix optimization	• Annual marketing budget-setting
• Business and brand performance monitoring	• Brand positioning

zation, to course-correct launch tactics such as promotions, in-store events or advertising in real time depending on in-market performance.

Time-critical issues also include simple business and brand performance monitoring. This is not about solving a specific issue but about ensuring that the business is on-track and being able to investigate and take corrective action as soon as there is a sign of underperformance. For these time-critical issues, the new disruptive research approaches at the top of our grid on Figure 1 are likely to be the most attractive.

On the other side of the time-sensitivity/depth of insight spectrum, we have the more strategic marketing issues. They almost match the tactical issues topic by topic, as illustrated on Figure 2. While the more tactical product launch monitoring and in-market optimization requires time-critical insights, even if only directional, the more strategic new product development work that would have been done prior to launch is less time-critical but requires deeper insight to ensure that the new products will address a compelling need in a new way and provide an edge over the competition. For these more strategic issues, research approaches to the right in our grid on Figure 1 are most likely to work, because they will deliver the deepest, most accurate insight.

Look more carefully

So what does this mean for marketers? Because they have an increasing set of market research options, they need to look more carefully at the issues they are trying to address and at how critical timeliness and depth of insights are to addressing the issue. By categorizing their issues as either time-critical – where depth of insight is less important – or insights-depth-critical – where timeliness is less important – marketers can identify the right research approaches for each issue, looking at whether existing research programs are adequate or not.

This bottom-up approach to determining market research needs will identify what new initiatives are needed as well as what existing programs no longer deliver the right combination of timeliness and depth of insight required for the company to be competitive.

Companies with lots of passive data do this as part of their operations: Since data is free, they undertake data analysis on an as-needed basis to address business issues. Internet retailers such as Amazon and eBay come to mind as best-in-class in this area. Companies with little passive data – such as consumer goods manufacturers, one step removed from the consumer transaction data controlled by the retailers – have to rely more on costly third-party data sources to address their business issues. As a result they can find themselves in a situation where existing research programs and data sources dictate the approach to solving business issues rather than the other way around. Not an optimal situation in a rapid changing data and analytics landscape.

Established market research firms will need to take a look at their offering to assess to what extent it is competitive and identify approaches in the lower-left corner of Figure 1 that are candidates for disruption by passive data analysis because they offer only limited insights depth, in a less-frequent or timely manner than passive data analysis can and perhaps even at a higher price.

Likely to be hard

Continuous tracking surveys focused on brand performance or consumption may be particularly at risk unless they can also deliver sufficient depth of insight to serve as a basis for strategic issues such as brand positioning or new product development. At the same time, market research firms may explore ways to incorporate passive data analysis into their offerings. If recent events are any indication, this is likely to be hard, because established research firms correctly see these approaches as potentially disruptive to their core businesses. As an example, Cymfony, a text analytics firm previously part of WPP's Kantar, was not integrated into any of Kantar's traditional market research firms but rather had its own competing sales force. In April last year Cymfony was bought by Visible Technologies, a social media monitoring company in which WPP also had a stake. The transaction did not reduce WPP's stake in the two companies but it removed Cymfony from the Kantar fold.

Of course the risk established research firms run by ignoring passive data analytics is that they will no longer be able to address the time-critical tactical marketing issues because of the disruptive power of passive data analytics. They will then have to make sure that their offerings offer deep enough insights to address the less time-sensitive strategic marketing issues.

Finally, an emerging passive data analytics firm wishing to play in market research will have to acquire more marketing expertise and access to the marketing community. These firms' skills are in data science and analytics as well as information technology but they often have less functional expertise in areas such as marketing. This makes them an obvious target for an established market research firm willing to take a risk with them but more likely they could find a match with a marketing or branding consultancy interested in venturing into addressing the more time-critical tactical issues as well. Of course, passive data analytics firms could also build their marketing expertise in-house.

Decide where they want to play

In summary, no one-size-fits-all "killer app" is likely to emerge anytime soon from the increasing variety of market research approaches. But the emergence of new approaches, particularly the disruptive potential of passive data analytics, makes it imperative for established market research players to review their offerings and decide where they want to play. Because of the increasing set of options available to them, marketers will have to focus more on the optimal timeliness vs. insights depth trade-off required for the issues they are looking to solve. And emerging passive analytics firms will have to acquire more functional expertise in marketing in order to better compete in the field.

Navigating turbulent waters can be either exciting or scary, depending on how prepared you are and whether you have set a clear course. That is your choice.

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Names of Note

In Memoriam...

Myra Faulkenberry Summers, founder and president of *Focus Forward*, a Winston-Salem, N.C., research company, died on July 11 at age 57.

Research veteran and former president of the *Qualitative Research Consultants Association* **Bill Weylock** died on August 15 at age 67.

■ **Mitch Tanney** has joined the *Chicago Bears* as director of analytics.

■ **Gayle Malone** has joined New York research consultancy *the magnetic collective* as partner.

Malone

■ *Ocean Spray Cranberries Inc.*, Lakeville, Mass., has named **Thano Chaltas** global CMO. Research will be among his responsibilities.

■ Jasper, Ind., manufacturing company *Kimball International Inc.* has promoted **Lonnie P. Nicholson** to vice president, business analytics.

■ New York research company *Ipsos Strategy Partner Group* has appointed **Stephane Goldsand** and **Jasper Snyder** as vice president, global strategy partner.

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■ Iselin, N.J., research company *Schlesinger Associates* has appointed **Eric Nalpas** as managing director, Schlesinger Associates Europe, and **James Sallows** as managing director, Schlesinger Interactive Europe. Nalpas and Sallows will be based in London and Paris, respectively.

■ *MMR Research Worldwide*, Oxfordshire, U.K., has hired **Mario da Cruz** as head of *MMR USA*, based in New York, and **Andrew Kuiler** as managing director, *MMR China*, based in Shanghai. Also in Shanghai, **Alexandra Zhen** has been named senior research executive and **Anna Jin** research manager. In the U.K., **Tom Coombes** has been named associate director in the London office. **Caroline Withers**, **Nikki Mooney** and **Herbert Chan** have joined the Oxfordshire office as trainee research executive.

da Cruz

■ *Ipsos UU*, the qualitative research arm of Ipsos Marketing, New York, has hired **Jeff Borcherding** and **Melanie Dowe** as senior vice president.

■ Honeoye Falls, N.Y., research company *KJT Group Inc.* has hired **Nicola Guerra** as director of its European practice in its Amsterdam, Netherlands, office. Additionally, KJT has hired **Arun Changolkar** as director, health outcomes research.

■ **Luis Balandran** has joined *Illuminas Austin*, an Austin, Texas, research company, as research manager.

■ Surrey, U.K., research company *EasyInsites* has hired **Carl Ulander** as sales and marketing executive; **Michelle MacDonagh** as research operations executive; and **Glenn Radford** as panel and research operations executive. **Chris Twin** has been promoted to manager, panel and Web development.

■ London research company *TNS* has appointed **Nitin Nishandar** as regional managing director, brand and communication, Asia-Pacific. He will be based in Singapore. Separately, TNS has named **Michael B. Griffiths** qualitative research director and global expert in ethnography and culture. Griffiths will be based in Shanghai.

Nishandar

Griffiths

■ *Datalogix*, a Westminster, Colo., research company, has hired **Stephen Dooley** as vice president, client partnerships. Dooley will be based in Detroit.

■ **Paul O'Meara** has rejoined New York research company *Ipsos Healthcare* as head of autoimmune therapy monitors.

■ *MARS Advertising*, Southfield, Mich., has hired **Eric Dermont** as senior vice president, analytics.

■ **Beth Rounds** has been named COO of Atlanta research company *CMI*.

■ *L&E Research*, Raleigh, N.C., has hired **Lynne Kilgore** and **Suzanne Barry** as project manager in its Charlotte, N.C., office.

■ **Joe Derochowski** has joined Montvale, N.J., research company *The Connell Group* as vice president, client development.

■ **Melissa Cohen** has been named vice president, information and analytics, at *Food Perspectives Inc.*, a Plymouth, Minn., research company.

■ *GfK Canada*, a Mississauga, Ont., research company, has named **Dee McGrath** senior vice president of its consumer team.

■ *Prosper Insights and Analytics*, a Worthington, Ohio, research company, has named **Roger Saunders** global managing director.

■ U.K.-based *Insight Research Group* has promoted **Ruth Woodrow** to director.


Woodrow

■ **Florian Kahlert** has been promoted to managing director of *GfK MRI*, a New York research company.

■ *Burke, Inc.*, a Cincinnati research company, has promoted **Kunal Gupta** to senior vice president, decision sciences. **Xavier Quenaudon** has also joined the company as vice president, senior account executive, client services.


Gupta

■ **Brett Schnittlich** has been named CTO and executive vice president at New Orleans research company *Federated Sample*.

■ *The Marketing Research Association*, Washington, D.C., has elected **Christopher Edge** of *Study Hall Research*, Tampa, Fla., to serve as director at large for its Florida chapter.

■ *Blueocean Market Intelligence*, Phoenix, has named **Anees Merchant** senior vice president, digital analytics.

■ **Robert Levin** has been named president of *Screen Engine LLC*, a Los Angeles research company.


Levin

■ *MarketVision Research*, Blue Ash, Ohio, has hired **John Robinson** as vice president, payer research, health care insights; **Ryan McCarty** and **Rosalie Gill** as research director; and **Nicole Catalano** as research associate. The company has also promoted **Brad Weiss** to vice president.

■ Indianapolis customer intelligence firm *Walker Information* has hired **Dave Thomas** as vice president, business analytics.


Thomas

■ New York researcher *The Nielsen Company* has appointed **Kate W. Vanek** as senior vice president, investor relations.

■ *Ipsos ASI*, a Norwalk, Conn., research company, has promoted **Gordon Bingham** to president of *Ipsos ASI* in Canada. Bingham will be based in Toronto.

■ **Marc Bovenzi** has joined *Research and Marketing Strategies*, Baldwinsville, N.Y., as business development associate.


Bovenzi

■ *The Marketing Workshop*, a Norcross, Ga., research company, has hired **Randy Kosloski** as senior account manager and promoted **Howard "Bud" Sanders** to vice president, marketing sciences.

■ Chicago research company *IRI* has named **Richard H. Lenny** chairman of its board of directors. Additionally,

Richard Hurst has been appointed practice leader of IRI's beer, wine, spirits and tobacco vertical.

■ Los Angeles research company *Chatter Inc*. has hired **Lisa Bertelsen** as partner. Bertelsen will be based in New York.

■ London research company *Hall & Partners* has named four partners across its global offices:

Wilson

Ahmed

Dewhurst

Dale Wilson in Los Angeles; **Karim Ahmed** in New York; and **Martin Dewhurst** and **Lucy Burnham** in London.

Burnham

■ *SIS International Research*, New York, has appointed **Michael Stanat** managing director of its Los Angeles office and the West Coast.

■ **Tom Anderson** of *Anderson Analytics* has joined the *American Marketing Association*'s Insights Council.

■ **Erin Noonan** has joined New York researcher *Gundell & Company* as vice president, brand strategist.

■ *Study Hall Research*, Tampa, Fla., has hired **Joshua Tahan** as associate research consultant.

■ Research company *Ipsos Hong Kong* has hired **Bertrand Ternat** as associate director, luxury.

■ *20|20 Research*, Nashville, Tenn., has promoted **Natalie Ogando** to director of the company's Miami focus group facility.

■ **Katie Gross** has joined Wilton, Conn., research company *Toluna* as regional vice president, strategic markets.

■ Nashville, Tenn., advertising agency *iostudio* has hired **Scott Turner** as director, research and planning, in its Washington, D.C., office.

■ Cincinnati research company *StrataMark Dynamic Solutions* has hired **Michael Cook** as senior vice president, consulting and insights.

■ New York research company *Benenson Strategy Group* has promoted **Mitch Markel** to principal in New York and **Amy Levin** to principal in Los Angeles.

■ **Dallas Durant** has been named director, digital innovation, at *IntelliQ Research and Strategy*, State College, Pa.

Durant

■ *M/A/R/C Research*, Irving, Texas, has hired **Sheila King** as research director and **Rob Arnett** as executive vice president. Arnett is based in Greensboro, N.C.

■ Los Angeles research company *ISA* has appointed **Jeff Spitzer** as vice president, client services. Spitzer will be based in Portland, Ore.

Spitzer

■ *Promise Communispace*, a London research company, has hired **Josephine Shaw** to its management team.

■ **Alison O'Keefe Wright** has joined New York research company *Open Mind Strategy* as senior vice president and managing director, research and strategy.

■ **Jon Cohen** has been named vice president, research, at the *Pew Research Center*, Washington, D.C. Additionally, Pew has promoted **Paul Taylor** to executive vice president, special projects; **Amy Mitchell** to director, journalism research; and **Mark Lopez** to director, Hispanic research.

■ *TiVo Research and Analytics Inc*., New York, has hired **Sheryl Harkins** as senior vice president, CPG sales.

■ U.K. research company *Marketing Sciences* has appointed **Gerald Curtis** as associate director, qualitative research.

■ *Resonate*, a Reston, Va., research company, has hired **Scott Blacker** as vice president, product management, and **Tom Kiblin** as vice president, technical operations.

■ **Kelli Johnson** has been appointed head of Chicago operations for *The Sound Research*, New York.

■ **John H. Thompson** has been appointed director of the U.S. *Census Bureau*, Washington, D.C.

■ Montreal research software company *Datacratic* has hired **Alex Becker** as head of product management; **Mark Weiss** as head of client solutions and sales engineering; and **Philippe Gauvin** as head of account management and customer experience. Becker and Weiss will be based in New York.

■ New York research company *GfK Consumer Experiences North America* has named **Justin Edge** managing director, health, and **Tom Neri** executive vice president, financial services.

■ **Richard Popper** has been promoted to CEO of *Peryam & Kroll Research*, Chicago.

■ *Infonetics Research*, Campbell, Calif., has hired **Clifford Grossner** as directing analyst for data center and cloud.

■ **Patrick Cassady** has joined *Cincinnati research company* as senior vice president, worldwide sales.

■ Reston, Va., research company *comScore Inc*. has appointed **Serge Matta** as president.

CALENDAR OF EVENTS

••• can't-miss activities

featured

Radius Global Market Research will host a complimentary Webinar, themed "How Different Are They? Boomer vs. Millennial Spending Behaviors," on October 10 at noon CDT. Visit http://tinyurl.com/lxo4hnv.

Sawtooth Software will hold its annual research conference on October 15-18 in Dana Point, Calif. 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. Visit http://crc. marketingresearch.org/index.cfm.

The Qualitative Research Consultants Association will hold its annual conference, themed "Mission: Exploration," on October 16-18 at the Hyatt Regency Mission Bay in San Diego. Visit www.qrca.org.

The Pharmaceutical Marketing Research Group will hold its annual meeting of The PMRG Institute on October 20-22 at the Hyatt Regency Jersey City in Jersey City, N.J. Visit www.pmrg.org.

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

The International Quality and Productivity Center will hold an event, titled "Customer 360 World Forum," on October 21-23 in Berlin. Visit www.customer360worldforum.com.

The International Quality and Productivity Center will hold its annual customer experience retail summit on October 21-23 in Dallas. Visit www.cxretailsummit.com.

Research & Results will hold its annual conference on October 23-24 at the MOC Convention Center in Munich, Germany. Visit www.research-results.com.

Marcus Evans will hold an event, themed "Internal Branding Canada," on October 29-30 in Toronto. Visit www.marcusevans-conferences-northamerican.com/IBCN2013_email.

The American Marketing Association will hold its advanced school of marketing research on November 4-8 at the Terry College of Business Executive Education Center in Atlanta. Visit www.marketingpower.com/ADVSMR.

IIR will hold its international shopper insights in action event on November 5-7 at the Corinthia Hotel in Prague, Czech Republic. Visit www.iirusa.com/insightsintl.

The International Quality and Productivity Center will hold a conference, themed "Big Data Business Forum," on November 13-15 in San Francisco. Visit www.bigdatabusinessforum.com.

The International Quality and Productivity Center will hold a conference focused on digital marketing mix and metrics, themed "Create the Right Marketing Mix to Optimize Your Return on Investment," on November 13-15 in Miami. Visit www.digitalmarketingmixandmetrics.com/?MAC=DM_QUIRKS.

IIR will hold its annual conference focused on future trends on November 13-15 in at the W Hollywood in Los Angeles. Visit www.iirusa.com/futuretrends.

ESOMAR will hold its qualitative research conference on November 17-19 at the Westin Valencia in Valencia, Spain. Visit www.esomar.org.

The Mystery Shopping Providers Association will hold its annual Asia-Pacific conference on November 18-20 in Singapore. Visit www.mysteryshop.org.

ESOMAR will hold a research forum, titled "The Future of Mobility," on November 19-20 at the Westin Valencia in Valencia, Spain. Visit www.esomar.org.

Innovation Enterprise will hold the Chief Innovation Summit December 5-6 at the New York Marriott Downtown. Visit http:/theinnovationenterprise.com/summits/CINO-summit-new-york-2013.

Corp Events will host its annual conference, themed "Data Marketing 2013: Unlocking the power of your customer information," on December 9-10 at the Hyatt Regency Hotel in Toronto. Save 20 percent on registration when you register through Quirk's. Visit www.datamarketing.ca/uk-registration.php?promo=20&id=662.

The International Quality and Productivity Center will hold its Mobile Marketing Exchange on January 22-24 in Miami. Visit www.mobilemarketingexchange-usa.com.

The Neuromarketing Science and Business Association will hold its annual world forum on March 5-7 in New York. Visit www.neuromarketingworldforum.com.

The University of Texas at Arlington (UTA) will hold its annual conference, themed "A New Model for the Marketing Research Industry?", for alumni of its Master of Science in Marketing Research program on April 3 at UTA. Visit http://msmralumni.org.

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

Research Industry News

News notes

■ Columbia, Md., research company **Arbitron Inc.** is suing **LM Communications**, Lexington, Ky., for allegedly using its copyrighted radio ratings estimates for the Charleston, S.C., market. LM subscribes to Arbitron data for the Lexington market through March 2014 but does not subscribe to Arbitron data for Charleston. Arbitron seeks a total of no less than $725,000 with interest, as well as attorney's fees.

■ Paris research company **Ipsos** has filed a lawsuit against **Aegis Group PLC**, London, alleging that Aegis inflated profits and failed to disclose tax and fraud probes at Synovate before it sold the market research unit to Ipsos in 2011.

■ New York regulatory bodies the **Interactive Advertising Bureau**, the **Mobile Marketing Association** and the **Media Rating Council** have released the final measurement guidelines for mobile application and mobile Web advertising. The two complementary guidelines provide a benchmark for mobile advertising to ensure that media companies, networks, ad servers and other active members of the industry deliver high-quality data to ad buyers. Both guidelines went through public comment periods.

■ **The U.S. Department of Justice** has reached a settlement with the **Gallup Organization**, Washington, D.C., over charges that Gallup had violated the False Claims Act and the Procurement Integrity Act in connection with federal contracts. Gallup has agreed to pay $10.5 million to resolve these allegations.

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■ According to the 2013 **Honomichl Top 50 Report** from the **American Marketing Association**, Chicago, the marketing research industry had total U.S. revenues of more than $9.5 billion in 2012, up 1.7 percent over 2011. But after adjusting for inflation, that number fell to -0.4 percent. The number of full-time employees in market research was 33,506, down 3.7 percent from 2011. Honomichl cites pullback in government spending, the proliferation of online data collection and the slowing of focus group usage as factors that contributed to the industry's weak overall performance.

Acquisitions/transactions

■ **Kantar**, the London data investment management division of WPP, has acquired **Benenson Strategy Group**, a New York research company. Benenson Strategy Group will continue to be run by its co-founders and senior leadership team.

■ **Yahoo!**, Sunnyvale, Calif., has acquired **Ztelic**, a Beijing social network data startup. Eight Ztelic developers and engineers will join Yahoo!'s research and development team in Beijing.

■ San Francisco research company **MarketTools Inc.** has acquired **RawData**, a Salt Lake City research company. RawData will be fully integrated into MarketTools.

■ **IRI**, a Chicago research company, has acquired **FreshLook Marketing Group LLC**, a Hoffman Estates, Ill., research company. Employees of FreshLook will join IRI and all assets will transfer.

■ Alliances/strategic partnerships

NatCen Social Research, London, has partnered with not-for-profit research institute **RTI International**, Research Triangle Park, N.C., under a three-year agreement.

■ Reston, Va., research software company **Clarabridge Inc.** and **Brandwatch**, a New York research company, have formed a strategic partnership to offer an integrated solution to analyze the structured and unstructured customer data within social media. Clarabridge has integrated Brandwatch into its Clarabridge Social platform.

■ Research companies **MyOpinions**, Sydney, Australia, and **AIP**, Tokyo, have partnered to offer clients combined sample and related research services across Asia-Pacific.

■ New York research companies **Thumb Inc.** and **Ypulse Inc.** have merged and will focus on research among those under the age of 35. Ypulse will use Thumb's mobile social network and feedback platform.

■ Singapore-based media company **AdzCentral** has partnered with San Francisco research company **Krux** to offer Krux's cloud-based data management platform to online marketers and publishers across Asia-Pacific.

■ Vancouver, B.C., research company **Vision Critical** has partnered with **Nox4Think**, a Sao Paolo, Brazil, research company, to resell Vision Critical Insight Communities to clients and prospects throughout Brazil.

Association/organization news

■ **Blueocean Market Intelligence**, Seattle, has joined the **Digital Analytics Association**, Wakefield, Mass.

Awards/rankings

■ **The American Marketing Association**, Chicago, has announced the recipients of its annual 4 Under 40 Award, which honors individuals who are under 40 years old and who have consistently demonstrated a commitment to their industry and the advancement of marketing: **Elea Feit** of Wharton Customer Analytics Initiative, University of Pennsylvania; **Dan Foreman**, Lumi Mobile; **Claudia Perlich**, Media6Degrees; and **Natasha Stevens**, GfK Custom Research North America.

■ Research companies **The MSR Group**, Omaha, Neb.; **DataSong**, San Francisco; and **Decipher Inc.**, Fresno, Calif.; have been named to the Inc. 500|5000, a list of the fastest-growing U.S. companies, ranked according to percentage revenue growth from 2009 to 2012.

■ **John Hauser** of Applied Marketing Science Inc., a Waltham, Mass., research company, has received the Buck Weaver Award for Marketing at the INFORMS Society of Marketing Science Conference in Istanbul, Turkey. The award honors individuals who have made important achievements to the field of marketing science.

■ **The Marketing Research Association** (MRA), Washington, D.C., announced the recipients of its annual awards at the MRA Insights and Strategies Conference in Orlando, Fla., in June. **Scott Baker** of Adept Consumer Testing and **Dave Koch** of ADAPT Inc. received the Volunteer of the Year Award, which recognizes individuals who have brought excellence in service to the MRA. The MRA's Impact Award was given to **Kristin Luck** of Decipher Inc., which recognizes an individual who has demonstrated tremendous vision, leadership and innovation within the past year that has led to a positive impact on the marketing research profession. **Carlos Garcia** of GfK Custom Research North American received MRA's Meritorious Service to Marketing Research Award, which recognizes an individual who, over the span of their career, has demonstrated tremendous leadership, dedication and commitment to the profession. MRA's Honorary Lifetime Membership Award recognizes a member for a lifetime commitment to outstanding individual service to MRA and the profession and was awarded to **Merrill Shugoll** of Shugoll Research. MRA's Chapter of the Year Award was presented to the Great Lakes Chapter.

■ **The Sound Research**, Vancouver, B.C., was chosen as the 2012 Marketing Supplier of the Year by **MillerCoors**, Chicago. This marks the first time a research company has received the honor.

■ New York research company **GfK**, in collaboration with the **Advertising Research Foundation**, New York, has launched its third-annual Next Generation Competition for undergraduate market researchers. The contest invites undergraduate students from across the U.S. to devise market research projects that shed light on showrooming and other mobile shopping behaviors; using social media for product innovation and development (e.g., crowdsourcing); or financial services choices of today's young adults (Gen Y). GfK will also accept proposals on marketing-related topics of the students' own choosing.

GfK will bring members of the winning team to New York to attend and present at the annual ARF Re:think conference in March 2014. In addition, the chosen team will receive a $1,000 prize. Entries are due October 25.

■ New York research company **Ipsos Loyalty**'s presentation, "Perceptions Are Relative: An Examination of the Relationship Between Relative Satisfaction Metrics and Share of Wallet," received the Best Practitioner Presentation Award at the Frontiers in Service Conference in Taipei, Taiwan, in July. Winning presentations are selected for their innovative and engaging approaches while maintaining practical and managerial applications.

■ **John G. Rodman** of the Preservation Society of Newport County, R.I., received the 2013 Nonprofit Marketer of the Year Award from the **American Marketing Association** and the **American Marketing Association Foundation**, Chicago, for extraordinary leadership and achievement in the field of nonprofit marketing.

■ **Mark Dengler** of Research and Marketing Strategies Inc., Baldwinsville, N.Y., was named the **Greater Baldwinsville Chamber of Commerce**'s Business Person of the Year.

New accounts/projects

■ **Empowered Partners**, a Las Vegas travel club, has adopted a data visualization solution from **TrackResults Software**, a Salt Lake City research software company.

■ **Malaysian Digital Association** (MDA), Kuala Lumpur, Malaysia, has named Reston, Va., research company **comScore Inc.** the official Internet audience measurement currency for Malaysia. The MDA and comScore will work together to establish an agreed measurement currency for the advertising market to promote the development of digital business in Malaysia.

Separately, **comScore** has been selected by **LiveIntent**, a New York e-mail advertising network, to measure and report on LiveIntent's audience.

■ **The Media Rating Council** (MRC), New York, has accredited **Arbitron**'s Portable People Meter (PPM) radio ratings service in eight additional markets: Cleveland; Dallas-Ft. Worth; Denver-Boulder; Detroit; Miami-Ft. Lauderdale-Hollywood; Pittsburgh; Portland, Ore; and Nassau/Suffolk, New York.

The MRC also voted to continue accreditation in 18 markets and not to grant accreditation to the remaining 22 PPM markets.

Separately, **Entercom Communications Corp.**, Bala Cynwyd, Pa., has signed multi-year, multi-market renewals for Arbitron's PPM and diary radio ratings services.

■ **FreeWheel**, a San Mateo, Calif., content management company, will integrate New York researcher **The Nielsen Company**'s Nielsen Online Campaign Ratings into its video ad management platform.

■ Fresno, Calif., research company **Decipher Inc.**'s Beacon survey programming and reporting software platform has been adopted by **Lightspeed Research**, Warren, N.J.

■ Selangor, Malaysia, research company **SurveyMy** has chosen Oslo, Norway, research software company **Confirmit**'s mobile research solutions to build profiles of consumer life in Asia-Pacific.

Additionally, **JTN Research**, Sofia, Bulgaria, has adopted the Confirmit Horizons platform to broaden its mobile survey coverage.

■ **FashionPlaytes Inc.**, a Beverly, Mass., firm that maintains an online community for 5-to-12-year-old girls, has partnered with Wilton, Conn., research company **Toluna** to study tween girls.

■ **Thomson Reuters**, New York, has been named the exclusive, sole distributor of the Ipsos Monthly Global Primary Consumer Sentiment Index (PCSI) from **Ipsos**, a Paris research company. The Thomson Reuters Ipsos PCSI aims to help financial institutions, private business and government bodies measure 11 conditions as perceived by primary consumers in 24 countries.

■ **Study Hall Research**, Tampa, Fla., has been retained by **HSN**, Clearwater, Fla., to conduct product evaluation research for a range of kitchen products.

■ **Customer First Solutions** (CFS), a South Africa supplier of point-of-sale terminals for capturing customer feedback, has chosen U.K.-based research company **Feedback Ferret** to take all the data from all the terminals, translate any feedback made in Afrikaans, analyze it and make it available to CFS clients.

■ **IdeaScale**, San Francisco provider of idea management and suggestion box software, has been selected to provide a cloud-based crowdsourcing platform for the **U.S. Navy**'s initiative aimed at reducing administrative inefficiencies, dubbed Reducing Administrative Distractions.

New companies/new divisions/relocations/expansions

■ Framingham, Mass., research company **Kadence International** has opened **Kadence Vietnam**, headquartered in Ho Chi Minh City with a regional office in Hanoi.

■ New York consulting firm **Accenture** and the **Skolkovo Innovation Center**, Moscow, have agreed to open a center for the development of predictive analytics. During its first year, the center plans to develop solutions for the energy and oil and gas sectors.

■ Paul Blunden has launched **Usability247**, a U.K. research company that will provide multiplatform user experience research and usability testing services around the clock. The company is online at www.usability247.com.

■ Jason Pampell has launched **HireInfluence Inc.**, a Houston research company that offers a social media platform designed to help companies identify, analyze and verify an individual's influence and networking value. The company is online at www.hireinfluence.com.

■ **Copernicus** and the **Advanced Analytics Group**, the research arms of media companies Aegis Dentsu and Carat North America, respectively, have become a single unit under the Copernicus organization.

■ **The Pulse Group PLC**, a Kuala Lumpur, Malaysia, research company, has launched **Pulsate**, a big data analytics firm, in Cyberjaya, Malaysia, with additional offices planned for Hong Kong and Singapore.

■ **Datacratic**, a Montreal research software company, has opened a New York office.

■ Rotterdam, Netherlands, research company **SKIM** has opened offices in Rio de Janeiro, Brazil, and San José, Costa Rica.

■ Tokyo research company **AIP** has opened an office in Jakarta, Indonesia, and invested in **Pixel Research**, Jakarta, to supplement AIP's local office.

■ **Perception Research Services** (PRS), Teaneck, N.J., has opened the **PRS Retail Lab**, a facility designed to help marketers develop, assess and improve their packaging and shopper marketing efforts.

■ **Survey Analytics**, Seattle, has opened an office in Asia-Pacific to service New Zealand and Australia.

■ **Northern Sky Research**, Wilmington, Del., has opened a European headquarter office in London and relocated its U.S. corporate headquarters to 1000 N. West St., Suite 1200, Wilmington.

■ Arlington, Texas, research company **Decision Analyst** has created **Nuance**, a division designed to work with research firms and corporate clients to code patterns and trends in the data gathered from various feedback systems.

■ San Francisco research software company **IdeaScale** has opened a permanent office in Washington, D.C.

■ New York research company **Millward Brown** has combined two of its digital insights providers, Dynamic Logic and Compete, as **Millward Brown Digital**.

■ **Focus Plus Inc.**, a New York research company, has opened a new facility at 462 7th Ave. at 35th St. in Manhattan.

■ **SIS International Research**, New York, has opened a West Coast office in Los Angeles.

■ **L.A. Research Inc.**, Northridge, Calif., has relocated its offices to 9400 Topanga Canyon Blvd., No. 100, Chatsworth, Calif. Phone numbers will remain the same.

■ Richard Vanderveer has launched **rbV3**, a Gwynedd Valley, Pa., research consultancy focused on the health care industry.

■ **Netquest**, a Spain-based research company, has opened an office in New York.

■ London research company **Incite** has opened two offices in New York and Singapore.

■ **Socratic Technologies**, a San Francisco research company, has added a dedicated practice devoted to the measurement of advertising throughout its entire life cycle. Paul Shellenberg will lead the new division.

Research company earnings/ financial news

■ **Arbitron Inc.**, Columbia, Md., announced results for the second quarter and six months ended June 30, 2013. Net income for second-quarter 2013 was $7.1 million, compared with $10 million for second-quarter 2012. Revenue was $107.4 million, an increase of $3 million over the prior-year period.

For the six months ended June 30, 2013, net income was $23.3 million, compared with $27.8 million in 2012. Revenue was $219.2 million, an increase of $8.4 million over the same period in 2012.

■ **The Nielsen Company**, New York, announced results for the second quarter ended June 30, 2013. Revenues increased 3 percent to $1,386 million and net income grew 306 percent to $426 million. Adjusted net income rose 25 percent to $187 million.

Additionally, Nielsen has been added to the **S&P 500**.

■ **B2B International**, London, reported a 70 percent increase in revenue for the six months ended June 30, 2013, compared to the same period in 2012.

■ **National Research Corporation**, Lincoln, Neb., announced results for second-quarter 2013. Revenue rose 8 percent to $22.4 million and operating income rose 6 percent to $5.5 million.

■ **Ipsos**, Paris, reported revenue of 803.7 million euros for the first half of 2013.

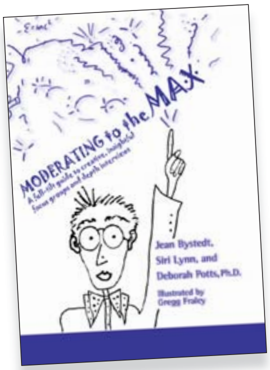
■ **The GfK Group**, Nuremberg, Germany, achieved a 1.7 percent increase in the first half of 2013 and posted sales totaling 728.6 million euros. The second quarter was particularly profitable, with adjusted operating income up by 15.7 percent.

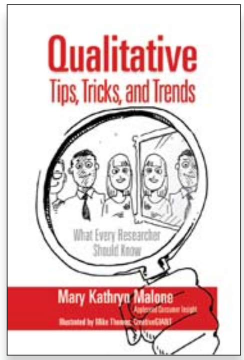
■ **Harris Interactive Inc.**, Rochester, N.Y., announced its fourth-quarter and full-year fiscal 2013 financial results. For the three months ended June 30, 2013, revenue was $36.7 million and operating income was $1.5 million. For the full fiscal year, revenue was $140.3 million and operating income was $7.5 million.

■ **ComScore Inc.**, Reston, Va., achieved record quarterly revenue of $69.9 million for second-quarter 2013, an increase of 21 percent over second-quarter 2012.

■ **USamp**, Encino, Calif., has closed a new Series D round of financing for $15 million from OpenView Venture Partners and DuPont Capital Management. The financing will be used to develop its Instant.ly research platform.

MARKETING RESEARCH





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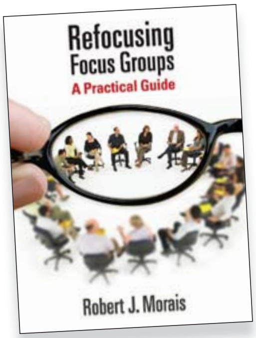

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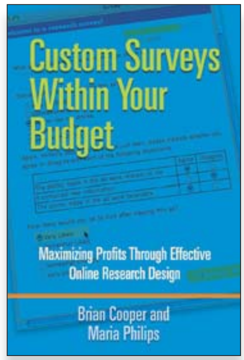

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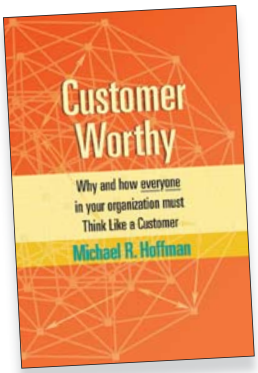

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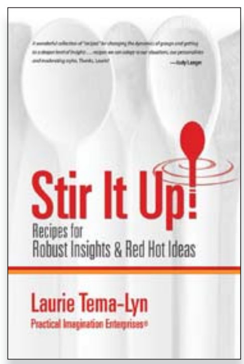

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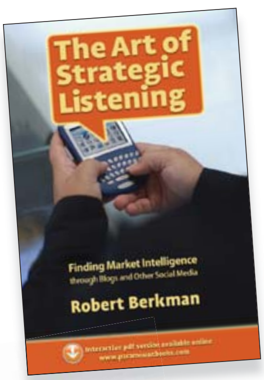

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BEFORE YOU GO

••• issue highlights and parting words

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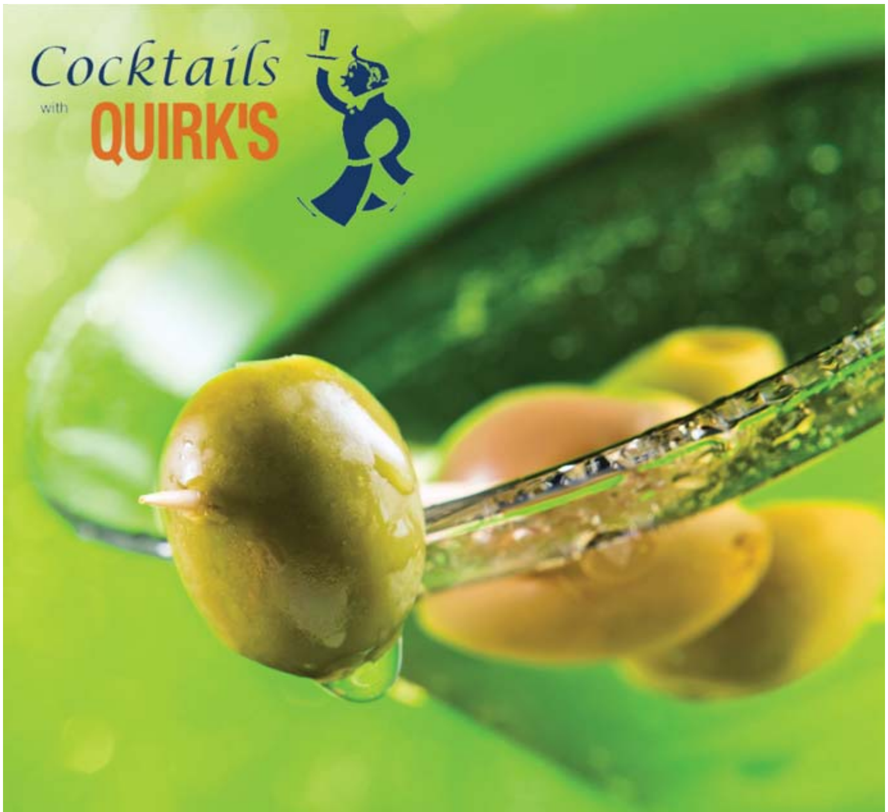
Facts, figures and insights from this month's issue

How does your research department stack up?

Are you curious as to how your marketing research department compares to others? Do you wonder if you have the same internal resources as other organizations? Next month, Quirk's will report the results of the only survey designed solely to arm corporate researchers with insight into their peers and their perceptions of the marketing research function.

This study is being produced by Quirk's and was fielded in partnership with the Marketing Research Association, the University of Georgia Marketing Research Institute International, the University of Texas at Arlington and the University of Wisconsin A.C. Nielsen Center for Marketing Research.



Come enjoy Cocktails with Quirk's

We love our readers, writers and advertisers but, being a media company, we rarely get to interact with our audience face-to-face. That's why we are so excited to host the first-ever Cocktails with Quirk's event in Dallas on Thursday, October 17th, in conjunction with the Corporate Researchers Conference. This is a great opportunity to network with other researchers in a casual, comfortable atmosphere. The party is open to all subscribers or users of Quirk's but space is limited so please register in advance if you plan on attending! Register at http://linktrack.info/cocktails_dallas.

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