

CEM+VOC+  
NLP+EFM=?

Marketing mix is more  
than a black box

Mixing ad research  
and behavioral econ

# QUIRKS

Marketing Research Review

*A coordinated  
effort*

How teamwork kept LifeScan  
message-refresh project moving

Playing Fantasy Sports  
Is Better Done Online



Enjoying The Game  
Is Better Done In Person



## Thankfully, Schlesinger Associates Does Both

Actually, we can't guarantee your favorite team will win the big game. However, we will deliver the right solution to push any market research project over the goal line. Whether it is qualitative or quantitative, Schlesinger Associates is your resource for complete global data collection services.

Tel. +1 866 549 3500



**YOUR GLOBAL RESEARCH PARTNER, ANYWHERE, ANYTIME.**

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

[SchlesingerAssociates.com](http://SchlesingerAssociates.com)

© 2011 Schlesinger Associates.

# Focus Pointe Global & Delve are now one company!

We are delighted to announce that Focus Pointe Global has acquired Delve. The strengths that both parties bring to the table are recipes for success for our clients: 18 facility locations, expanded capabilities, 1.3 million panelists, innovation in technology all come together to create the best there is in data collection services.

**18 Locations | 1.3M national panel | Expanded Service Offerings**

## Now serving you in:

Appleton, WI	Los Angeles
Atlanta Buckhead	Minneapolis
Atlanta	New York City
Bala Cynwyd, PA	Oak Brook, IL
Boston	Philadelphia
Chicago	Phoenix
Columbus	St. Louis
Dallas	San Francisco
Kansas City	Teaneck, NJ



888.873.6287  
onecall@focuspointeglobal.com  
focuspointeglobal.com

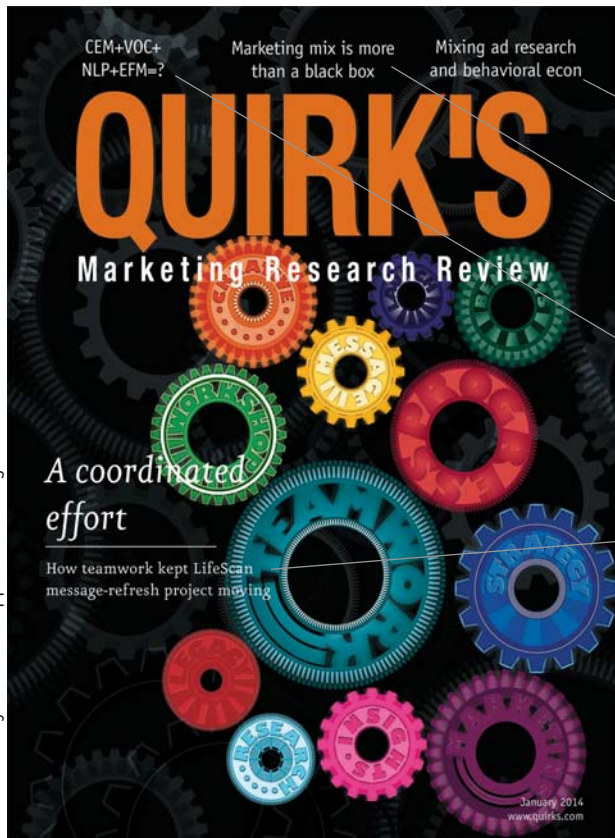


888.325.3338  
helpinghand@delve.com  
delve.com

# CONTENTS

Quirk's Marketing Research Review  
January 2014 • Vol. XXVIII No. 1

Illustration by Jennifer Coppersmith Design



page  
52

page  
48

page  
42

page  
28

## DEPARTMENTS

- 6 Click With Quirk's
- 8 In Case You Missed It...
- 12 Survey Monitor
- 16 Product and Service Update
- 58 Names of Note
- 60 Research Industry News
- 62 Calendar of Events
- 65 Index of Advertisers
- 66 Before You Go...

## ON THE COVER



- 28 **A coordinated effort**  
A LifeScan researcher extols the value of active management of the research process  
By Lawrence Cesnik

## TECHNIQUES

- 36 **Navigating the new data streams**  
Integrating customer experience management with marketing research  
By Rick Kieser
- 42 **What works and what doesn't**  
Using contingent concept analysis to design clear and intuitive user interfaces  
By Jerry Cole

- 48 **Mixed signals**  
Why marketing mix modeling is more than just a 'black box'  
By Nancy Smith

- 52 **Adding a new wrinkle to the system**  
Can behavioral economics inform the ad research process?  
By Charles Young

## COLUMNS

- 10 **Trade Talk**  
Checking in with global consumers  
By Joseph Rydholm
- 20 **Data Use**  
Using NodeXL to decipher big data  
By Michael Lieberman
- 24 **By the Numbers**  
When satisfaction scores go flat  
By Peter Gurney

Quirk's Marketing Research Review  
4662 Slater Road | Eagan, MN 55122  
651-379-6200 | [www.quirks.com](http://www.quirks.com)

Publisher • Steve Quirk  
[steve@quirks.com](mailto:steve@quirks.com) | x202

Editor • Joseph Rydholm  
[joe@quirks.com](mailto:joe@quirks.com) | x204

Content Editor • Emily Goon  
[emily@quirks.com](mailto:emily@quirks.com) | x210

Directory Manager • Alice Davies  
[alice@quirks.com](mailto:alice@quirks.com) | x209

Production Manager • James Quirk  
[jim@quirks.com](mailto:jim@quirks.com) | x206

V.P. Marketing • Dan Quirk  
[dan@quirks.com](mailto:dan@quirks.com) | x203

V.P. Sales • Evan Tweed  
[evan@quirks.com](mailto:evan@quirks.com) | x205

Sales • Lance Streff  
[lance@quirks.com](mailto:lance@quirks.com) | x211

...moving? make sure  
Quirk's comes with you!  
Send change of address information  
to [subscribe@quirks.com](mailto:subscribe@quirks.com)



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



An interactive downloadable PDF of this magazine is available at [www.quirks.com/pdf/201401\\_quirks.pdf](http://www.quirks.com/pdf/201401_quirks.pdf).



Follow us on Twitter @QuirksMR.

# BURKE INSTITUTE

a division of Burke, Inc.

## Leading the Way to Knowledge

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

### RESEARCH METHODS

#### RM01 | Practical Marketing Research \$2,495

New York	Jan 14-16	New York	July 21-23
Chicago	Feb 24-26	Cincinnati	Sept 9-11
San Francisco	April 8-10	Los Angeles	Oct 27-29
Nashville	June 10-12	New Orleans	Dec 9-11

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

New York	Jan 28-30	Las Vegas	Aug 12-14
San Francisco	April 1-3	Atlanta	Oct 14-16
Chicago	June 17-19		

#### RM04 | Next Generation Quantitative Tools: Online Innovations, Mobile, Best Practices \$2,095

Los Angeles	May 7-8	Cincinnati	Nov 5-6
-------------	---------	------------	---------

### RESEARCH APPLICATIONS

#### RA01 | Applying Research & Insights: Customer, Brand, Product \$2,095

Chicago	Feb 27-28	Los Angeles	Oct 30-31
New York	July 24-25		

#### RA02 | New Product Research: Laying the Foundation for New Product Success \$2,095

New York	Feb 19-20	Chicago	Nov 10-11
Atlanta	June 26-27		

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

New York	Feb 11-13	Cincinnati	Oct 7-9
Los Angeles	July 15-17		

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

New York	March 19-21	Chicago	Nov 12-14
Atlanta	June 23-25		

\* Please note that all of these courses can be customized to create onsite programs for your organization.

### DATA ANALYSIS

#### DA01 | The Fundamentals of Data Analysis: Preparing, Weighting, Analyzing \$2,095

New York	Feb 3-4	Atlanta	Sept 15-16
San Francisco	June 2-3		

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

New York	March 4-7	Chicago	Aug 5-8
San Francisco	May 6-9	Cincinnati	Oct 21-24

#### DA03 | Practical Multivariate Analysis \$2,695

New York	March 25-28	Chicago	Aug 19-22
San Francisco	May 13-16	Atlanta	Nov 18-21

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

Chicago	April 1-3	San Francisco	Sept 23-25
---------	-----------	---------------	------------

### COMMUNICATION

#### C01 | Writing & Presenting Marketing Research Reports: Insights, Storytelling, Data Visualization \$2,495

New York	Feb 5-7	Atlanta	Sept 17-19
Cincinnati	April 8-10	Los Angeles	Nov 12-14
San Francisco	June 4-6		

### QUALITATIVE

#### Q01 | Focus Group Moderator Training \$2,995

Cincinnati	Feb 4-7	Cincinnati	July 29-Aug 1
Cincinnati	March 25-28	Cincinnati	Sept 23-26
Cincinnati	June 3-6	Cincinnati	Nov 18-21

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

Cincinnati	April 29-May 2	Cincinnati	Dec 2-5
Cincinnati	Aug 19-22		

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

San Francisco	March 5-6	Philadelphia	Oct 1-2
Chicago	June 11-12		

**TO REGISTER:**

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

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

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

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

Dates and locations for programs subject to change. Please check [www.BurkeInstitute.com](http://www.BurkeInstitute.com) for the most up-to-date information.

••• social media

## @QuirksMR is all a-Twitter

It's been two years since Quirk's joined the Twitter ranks and we've amassed almost 2,500 followers – and we're still growing! We use our Twitter presence to connect with our audience, share our latest articles and blog posts and give live updates from the numerous events we attend throughout the year.

We hope our tweets provoke, inform and engage you in a way and at a volume you can't replicate offline. Most of all, we hope Twitter will allow us to hear your thoughts and ideas in order to make Quirk's more valuable to you. Follow us on Twitter at @QuirksMR.



••• research archive

## PDFs of every issue available from 1986 to 2014!

Do you have a stockpile of Quirk's magazines in your office? Want to de-clutter in the new year? You're in luck! We've spent the past six months bolstering our PDF archive and we're happy to report that every single issue of Quirk's – that's 28 years' worth of articles! – is now available for download from Quirks.com.

Each issue PDF is complete with bookmarks and navigation links and at the begging of every month we will upload the latest issue. To view and download the issue PDFs visit [www.quirks.com/articles/IssuePDFs.aspx](http://www.quirks.com/articles/IssuePDFs.aspx).



## // Noted Posts

### QuirksBlog.com

#### What's the measure of a Millennial?

[quirksblog.com/?p=2250](http://quirksblog.com/?p=2250)

#### Hispanics shop more, shop early, shop mobile

[quirksblog.com/?p=2242](http://quirksblog.com/?p=2242)

#### Consumers appreciate birthday wishes from brands – especially when they include discounts

[quirksblog.com/?p=2228](http://quirksblog.com/?p=2228)

### ResearchIndustryVoices.com

#### What online researchers need to learn from digital marketers

[researchindustryvoices.com/2013/12/09](http://researchindustryvoices.com/2013/12/09)

#### Count me in: the impact of 'other' on research respondents

[researchindustryvoices.com/2013/11/25](http://researchindustryvoices.com/2013/11/25)

#### Why making shopper data actionable matters

[researchindustryvoices.com/2013/11/19](http://researchindustryvoices.com/2013/11/19)

### ResearchCareersBlog.com

#### "His name doesn't ring a bell" and other job-reference disasters

[researchcareersblog.com/2013/11/19](http://researchcareersblog.com/2013/11/19)

#### It's your 'reputation,' stupid: the real 'r' in CRM

[researchcareersblog.com/2013/11/13](http://researchcareersblog.com/2013/11/13)

#### A short note from an angry, job-hunting researcher

[researchcareersblog.com/2013/07/16](http://researchcareersblog.com/2013/07/16)



## // E-newsworthy

### Images are everything: How MR can mine the visual side of social media

[quirks.com/articles/2013/20131126-1.aspx](http://quirks.com/articles/2013/20131126-1.aspx)

### What's hot in conjoint: A recap from the 2013 Sawtooth Software Conference

[quirks.com/articles/2013/20131225-1.aspx](http://quirks.com/articles/2013/20131225-1.aspx)

### Social media marketing success in 30 minutes a day

[quirks.com/articles/2013/20131127-2.aspx](http://quirks.com/articles/2013/20131127-2.aspx)





Calista is

# PASSIONATE

about delivering service excellence.

Calista Corley's team supports thousands of research projects – but each one is unique. To deliver on the SSI promise of the highest quality sample and data collection, Calista relies on a team of dedicated experts. She knows you need accurate answers, speedy execution – and a team you can trust. That's why she's driven to ensure your project is planned and executed to perfection. Her expectation is flawless delivery on every project. Calista won't compromise on that.

Calista Corley. Just one of the people working for you at SSI.



[info@surveysampling.com](mailto:info@surveysampling.com) | [surveysampling.com](http://surveysampling.com)



## In Case You Missed It

news and notes on marketing and research

●●● brand research

### Combatting bad press before the ticker tanks

When a firm is the subject of a news story, its stock price is usually affected. Whether positive or negative, newly-publicized details attract investor attention and move the stock price based on the article's sentiment. Research from the University of Georgia (UGA) Terry College of Business and published in the *Journal of Marketing Research* shows that two in-house tools can influence the effects of news reports on stock price: advertising and marketing capability. (Marketing capability refers to a firm's capacity to understand consumers' needs and influencers.)

The study examined 141 firms over about five years, finding that when news reports highlighted positive news, firms with higher advertising levels experienced a stronger increase in their stock prices.

"People have talked about the fact that investors tend to buy better-known stocks but nobody really talks about how that link happens," said Sundar Bharadwaj, co-author of the paper and Coca-Cola Company chair professor of marketing at UGA. "When there's good news and the company advertises that good news, we find that Google searches for the ticker symbol of the company go up but not for the company name. Unlike a big institutional buyer who is well aware of the symbol, it's the individual buyer who searches for ticker symbol. So we can see that, all of a sudden, a lot more people are buying the stock."

When negative articles are published, however, advertising doesn't mitigate the dysfunctional effects. In those instances, firms with strong marketing capability can better calm customer and investor fears and soften the detrimental impact of such news on stock price. The article cites an example of how McDonald's quashed a rumor about overcharging minority customers by immediately taking to Twitter and other online forums to assure the public that the rumor was untrue.

"Our contention is that if you have strong marketing capability, it's important for you to let outsider investors also benefit," said Bharadwaj. "Firms should use things such as investor forums to reassure current investors and explain their abilities, while at the same time ensuring that their competitive advantages are not revealed."



[quirks.com/articles](http://quirks.com/articles) ID 20140101



●●● hybrid research

### Twitter hosts Hyatt's WLFG

On September 26, 2013, Hyatt used Twitter to conduct the world's largest focus group (WLFG) to answer a simple question: How do YOU travel? The WLFG is the second phase of Hyatt's 18-month listening exercise, which kicked off with 40+ facilitated online group discussions around the world.

Hyatt used its social media presence – and the hashtag #HyattWLFG – to engage with guests around the globe in real time. Travel enthusiasts from the U.S., U.K., France, Hong Kong, Australia, Chile and Mexico, along with Hyatt associates, organized Twitter conversations on various travel-related topics, such as seamless travel, routines on the road, on the road rituals and traveling like a pro.

According to Hyatt CMO John Wallis, the endeavor yielded great insights. In a September 30 blog post, Wallis shared some of the findings. For example, sampling interesting local cuisine is one of the best parts of business travelers' trips and women do the majority of packing for family vacations. Hyatt is brainstorming ways to connect travelers with the best each city has to offer and expand its Hyatt Has It program to cover frequently-forgotten items in vacation destinations. A few participants also expressed interest in selecting their guest room online and Hyatt is looking into what would be involved to add that technology into its systems.





**We have the tools to help you make sense of the world.**



Shouldn't research be a chance to see things differently? To see order in chaos? And to see opportunities in the marketplace? Yup, we agree. That's why we created the Beacon Research Hub™ a research intelligence platform that lets you manage, review and collaborate on all your projects—in one centralized location. You can even upload data from other survey and marketing platforms for comprehensive reporting and metrics across all your research initiatives. Interested in learning more about how you can achieve game changing insights into the total health of your research practice? Visit [DecipherInc.com](http://DecipherInc.com).

**decipher**  
illuminate opportunity™

ONLINE AND MOBILE SURVEY PROGRAMMING AND REPORTING | DATA PROCESSING | SAMPLING  
BEACON RESEARCH HUB™ INTELLIGENCE PLATFORM | POWERED BY THE BEACON® SURVEY SOFTWARE PLATFORM



# Checking in with global consumers

Though no one is whistling “Happy Days Are Here Again,” as we turn the calendar to a new year, it does seem that the worst of the recession is behind us here in the U.S. Globally, things have largely stabilized as well, though low rumblings of economic and/or territorial issues in China aren’t going away.

As for other issues on the horizon, the World Economic Forum Outlook on the Global Agenda 2014 ranked the following as the top trends for the coming year, by global significance:

1. Rising societal tensions in the Middle East and North Africa
2. Widening income disparities
3. Persistent structural unemployment
4. Intensifying cyber threats
5. Inaction on climate change
6. The diminishing confidence in economic policies
7. A lack of values in leadership
8. The expanding middle class in Asia
9. The growing importance of megacities
10. The rapid spread of misinformation online

While these and other potential factors loom, consumers around the world have generally started to loosen their purse strings a bit, though our addiction to bargain-hunting, which the recession

has fueled and the Internet and smart-phones have made possible, endures.

As consumers move from just getting by to getting more out of life, what’s on their minds? One set of viewpoints comes from research firm Euromonitor, which has released results from its Global Consumer Trends survey, in which the lifestyle traits of 16,300 online consumers in nine major developed and emerging markets – Brazil, China, France, Germany, India, Japan, Russia, the U.K. and the U.S. – are examined.

As taken from Euromonitor press materials, here is an overview of some of the findings (an entry in the December issue’s Survey Monitor section – “What’s coming in 2014” – also had a look at some of the survey data).

**Consumer spending intentions.** Even in developed markets, where economies have been hit hard, younger consumers are twice as likely as their older counterparts to anticipate increasing their spending in the next 12 months (20 percent of those under 45, compared with 11 percent of those over 45).

**Shopping attitudes and key product preferences.** Consumers continue to be interested in value in the form of high quality, especially as represented by strong brands and low prices. Independent consumer reviews are eclipsing traditional media, such as TV ads, as the most influential marketing channel in consumers’ minds.

### Consumer technology access



©Clare Pix Photography www.clarepix.com

Joe Rydholm can be reached at [joe@quirks.com](mailto:joe@quirks.com)

**and activities.** Online shopping continues to gain traction among consumers: over 80 percent have now purchased apparel, shoes or consumer electronics online at least once, if not more frequently.

**Meal and snack preparation and preferences.** Although the availability and acceptance of ready meals and takeout is increasing, consumers are still sitting down to home-prepared meals not just weekly, but daily.

When shopping for food, consumers look for “added vitamins or fiber” on labels and shun artificial ingredients, particularly in emerging markets.

**Healthy living patterns.** Overall, global online consumers tend to have positive perceptions of their health, particularly in emerging markets. Weight management and dieting is also on the radar for global consumers: 44 percent actively monitor their weight and 23 percent are on a formal diet.

By the way, if you don’t already, you should subscribe to the feed for Euromonitor’s blog (<http://blog.euromonitor.com>). It’s an oft-updated and consistently interesting source of analysis of demographic, economic and social trends. And best of all, it’s free!



[quirks.com/articles](http://quirks.com/articles)

ID 20140102



Succeed globally.

**How do top brands move ahead in the global marketplace?** They choose Radius for our cutting-edge research approaches and experience in 60+ countries. Industry leaders profit from our strategic insights that result in higher market share and increased revenue. Learn more by contacting Managing Director Chip Lister at 212.633.1100 or [clister@radius-global.com](mailto:clister@radius-global.com).

→ **View our latest video.** Do you know the best way to reach Boomers and Millennials to influence their purchases? [radius-global.com/thought-leadership](http://radius-global.com/thought-leadership)

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

[radius-global.com](http://radius-global.com)

**RADIUS UNITED STATES**

- New York (Headquarters)
- Albany
- Atlanta
- Austin
- Chicago
- Dallas
- Detroit
- Kansas City
- Palm Beach
- Philadelphia
- Princeton
- San Francisco
- Seattle

**RADIUS EMEA**

- London

**RADIUS CHINA**

- Beijing

radius

# IN FOCUS

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



## // Survey Monitor



### ••• employee research

## No love affair

Global study examines job satisfaction; U.S. employees polarized

The U.S. isn't the best country in which to be employed but it's also not the worst – especially if you're well-paid, according to research from Monster.com and New York research company GfK comparing country-level job satisfaction. U.S. workers' satisfaction falls exactly in the middle of the seven countries surveyed, though almost one-third of Americans really love or really hate their jobs and salary seemingly has everything to do with it.

But before diving into the U.S.

findings, let's take a look at the global trends. When asked about their jobs, 64 percent of Canadians say that they love it or like it a lot and only 7 percent say they don't like it or that they hate it, followed by the Netherlands (57 percent love it or like it a lot; 7 percent don't like it or hate it); India (55 percent and 5 percent, respectively); the U.S. (53 percent and 15 percent); the U.K. (46 percent and 12 percent); France (43 percent and 9 percent); and Germany (34 percent and 10 percent).

Five percent of workers in India claimed to dislike/hate their jobs, while Canada and Netherlands tied for second (both at 7 percent). Though just over half of the U.S. workers enjoy their work, 15 percent didn't like or hated

it – the highest among all surveyed countries. The U.K. was a close second at 12 percent.

Twenty-two percent of Americans love their jobs so much they would do them for free, compared to 11 percent of Brits who say the same. Just under half of French workers like their job only well enough for now, while 9 percent don't like or hate their current role. Three percent of Dutch workers truly hate their jobs but think it's a necessary evil. More than half of German workers (54 percent) like their job only well enough for now and a mere 5 percent truly love their jobs.

"What is striking about the findings is that the strength of a country's labor market doesn't necessarily correlate with workforce contentment. While workers in challenged markets may have had fewer opportunities to advance in terms of promotions or salary during the recent downturn, it has not necessarily affected their happiness," says Chris Moessner, vice president, public affairs, GfK. "Clearly there are many variables when it comes to job satisfaction. For example, Canada and Germany have enjoyed buoyant labor markets yet they lie at completely different ends of the happiness spectrum, some of which could be driven by broader cultural differences between the two countries. More generally though, workers internationally want more out of their work and seem to have just settled for their current jobs."

A closer look at the U.S. findings reinforces this. When asked "Which of the following best describes how much you love your current job?" 22 percent love it and would do it for free; 31 percent like it a lot but could like it more; 31 percent like it well enough for now; 6 percent think they could do better; and 10 percent don't love it at all but see it as a necessary evil.

America's lowest-paid are the most



[quirks.com/articles](http://quirks.com/articles)

ID 20140103



With over 25 years of commitment to *quality* and *service*, let us help you navigate the market research industry.

- ▼ GENESYS for all your research sampling needs.
- ▼ PRO-T-S *research* Predictive dialers.
- ▼ ARCS IVR, Web and Panel Management.

[www.m-s-g.com](http://www.m-s-g.com)

Phone 800.336.7674

Fax 215.653.7115

755 Business Center Drive, Horsham, PA 19044



Marketing  
Systems  
Group

likely to be unhappy at work, with 21 percent of workers paid under \$50,000 confessing that they dislike or hate their jobs. In contrast, only 10 percent of those earning over \$50,000 feel as negatively about their jobs and 63 percent of higher-earners say they love or like their jobs a lot.

[www.gfk.com/us](http://www.gfk.com/us)



●●● advertising research  
**Where are we?**

Multigen families spend big but feel absent from advertising

In recent years, it's become clear that the word "family" doesn't have to mean a mother, father and 2.5 children. Some families include two same-sex parents or are multigenerational, where grandparents have a bigger role in raising their grandchildren, and these new families translate to big bucks for retailers and marketers.

A study from Chicago research company Mintel found that multigenerational families are more likely than all parents surveyed to say they have increased spending on their kids in each of the categories considered but half wish families like theirs were better represented in TV and print ads. What's more, 35 percent of multigenerational households agree that seeing families like theirs in advertisements encourages them to buy products, compared to 29 percent of all parents surveyed.

Sixty percent of multigenerational parents are spending more on groceries for children this year compared to last and 51 percent are doling out more cash for clothing and accessories. Meanwhile, 43 percent increased their spending on footwear for children this year and 40 percent are spending more for personal care products. In addition to groceries and clothing, 58 percent of multigenerational parents say they sometimes spend more than they should on non-essential items for their children and 33 percent are willing to spend more on their children if it means keeping up with the latest trends.

"Brands that feature non-traditional families in their ads and programs are the most likely to show they acknowledge – and embrace – the changing scope of family and should consider their needs in any type of product or service promotions, especially considering their comparative spending power," says Gretchen Grabowski, travel and leisure analyst at Mintel.

[www.mintel.com](http://www.mintel.com)



●●● social media research  
**Social media success stories**

10 retailers whose social media efforts are paying off

We all know by now that having a presence on social media is an integral part of a brand's identity and

personality. With Twitter, Facebook, Pinterest, Tumblr and more, there is no one-size-fits-all approach to social media marketing but there are a few things that work well – no matter who you are.

Seattle research company Blueocean Marketing Intelligence's 2013 Social Media Effectiveness Index (SEI) for Retailers found that the retailers with the most impactful social media presence vary in industry – from AutoZone to Walmart to Ikea to Amazon – but their strategies do share some common threads: Top SEI companies utilize virtual and traditional word-of-mouth marketing, offer digital discounts or interactive contests, promote an omnichannel presence and integrate their social media efforts into their CRM system.

SEI is a global study designed to assess the business impact of top retailers' social media efforts. It found retail brands with positive scores across multiple social media dimensions have the greatest potential for market leadership and influence over customer experiences. Blueocean captured conversations on social networks and online communities and correlated their impact with key business metrics, including advocacy, revenue and brand value. It also measured business-to-consumer interactions in social media, including how top influencers on Twitter and engagement on Facebook drive site visitors and purchase behavior.

The following brands comprise the 2013 top 10 SEI Retail:

- AutoZone
- BJ's Wholesale Club
- Walmart
- Costco
- Walgreens
- IKEA
- Bed Bath & Beyond
- Amazon.com
- Ralphs
- Dollar Tree

[www.blueoceanseiroo.com](http://www.blueoceanseiroo.com)



●●● shopper insights  
**Ignoring apps**

Consumers favor retailer Web sites over specific apps

Consumers go everywhere and can do just about everything on their smartphones and shopping is no exception. But retailers may be wise to focus their energies on creating a mobile-friendly user experience on their Web sites and forgo smartphone apps altogether.

According to a study from Port Washington, N.Y., research company The NPD Group, nearly 75 percent of smartphone owners use their device as part of their overall shopping experience and a large part of this shopping experience plays out on retailers' Web sites rather than on store-specific apps. Only 57 percent of consumers are accessing retailers' apps to enhance their shopping experience.

Amazon, Walmart, Target and Best Buy all have Web sites that are outpacing app-usage but eBay stands out in that its app is vastly more popular among mobile users than its Web site.

According to NPD, just three months after downloading a retailer's app on their phones, 75 percent of consumers don't even use it once a month and only one-third of shoppers are accessing and utilizing the

retailer apps in the physical stores. A large majority of app and Web site use is occurring in consumers' homes.

"The fact that nearly 94 percent of consumers are shopping on their phones from home rather than in-store suggests that engagement on their smartphone is more of an alternative for online shopping rather than a showrooming tool," says Eddie Hold, vice president, connected intelligence, at NPD.

[www.npd.com](http://www.npd.com)



●●● restaurants  
**Saving money, eating better**

Health surpasses finances as No. 1 reason consumers plan to dine out less

As 2013 drew to a close, the restaurant industry, overall, found itself in stable waters as margins steadied and spending returned to pre-recession levels. At press time, a record low number of restaurants were facing financial distress. Looking ahead to 2014, however, traffic and spending concerns loom as consumers plan to dine out less frequently – primarily due to a desire to eat healthier – as well as spend less per meal when dining out, according to a study from AlixPartners, a Detroit business advisory firm.

Consumers are dining out less now than in early 2013, as dining frequency

dropped from an average of 5.8 meals out per month in first-quarter 2013 to only 3.8 meals out per month in third-quarter 2013. Consumers also plan to dine out even less in 2014, especially at quick-service restaurants. However, in marked contrast from five previous diner surveys where consumers cited financial concerns as the primary factor preventing them from eating out, the primary reason consumers plan to eat out less this year is because of a desire to eat healthier.

Despite the increasing importance of health to diners, the top three drivers in choosing where to eat remain food quality (i.e., taste and freshness), price and value. Consumers are planning on spending an average of 4.5 percent less per meal than they have in the past 12 months. And while the availability of healthy menu items has a significant impact on restaurant choice – 51 percent of consumers rated healthy menu options as important, very important or extremely important in choosing where to dine out – consumers are unwilling to pay extra for healthy or quality menu options.

[www.alixpartners.com](http://www.alixpartners.com)

# Q

## IN FOCUS

### Product and Service Update

#### ●●● online qualitative Change the conversation

##### Virtual Intercepts tool adds live qual to online quant

20|20 Research, Nashville, Tenn., has debuted Virtual Intercepts, an interactive tool that aims to help researchers gather qualitative feedback from respondents already engaged in online quantitative surveys. A platform extension of QualMeeting, the company's real-time Webcam interviewing tool, the service is designed to intercept survey participants and move them to a live, one-on-one, moderator-led qualitative interview. Participants can also be invited directly via Facebook, other social media sites or e-mail lists.

During quantitative surveys, select participants are asked if they'd like to take part in a quick interview. Those who opt in are moved to the 20|20 virtual lobby and asked a few qualification questions. Once the moderator is free, the participant is ushered into a private QualMeeting session for a Webcam interview. 20|20 handles project set-up, participant screening and flow and technical support.  
[www.2020research.com](http://www.2020research.com)



[quirks.com/articles](http://quirks.com/articles)  
ID 20140104

#### ●●● market analysis A Roadmap to success

##### GfK launches innovation process using market analysis framework

Nuremberg, Germany, research company The GfK Group has launched GfK Innovation Roadmap, a strategic innovation process designed to guide an organization's innovation journey – from growth plans to launch – by exploring market dynamics, identifying market opportunities and enabling market impact. This innovation process uses focused deliverables to provide actionable growth plans, a pipeline of compelling innovation initiatives and a blueprint for how to activate.

GfK Innovation Roadmap includes five milestone deliverables: a future market map; strategic innovation platforms; compelling experiences; an innovation management plan; and a strategic innovation roadmap.  
[www.gfk.com/innovation-roadmap](http://www.gfk.com/innovation-roadmap)

#### ●●● research panels Recruit, refer, reward

##### CiviSelect launches site to source panel participants

Civicom Marketing Research Services, Greenwich, Conn., has launched a CiviSelect Recruiting Web site as a portal for sourcing research project participants. In addition to applying to join the panel, potential respondents can also refer others and be paid for it.

CiviSelect Recruiting is designed to help research project managers find the right participants for their stud-

ies, including multi-country projects. Clients who contract with Civicom CiviSelect can also use the recruitment management services to book research projects through the client portal on the CiviSelect Recruiting site.

CiviSelect features an online Apply for Our Panel link, wherein interested individuals can submit a form to apply to become research study participants. The online panel application is the first step in the screening process for those who want to become part of future market research projects. All applicants are vetted for accuracy of the personal data they report before they will be released into a research study. Signing up is free of charge.

The site also features a referral program, which rewards individuals for pointing the recruitment team toward study volunteers. Rewards are processed after a referral participates in a research study.

[www.civi.com](http://www.civi.com)

#### ●●● social media research Ride the Waves

##### Topic Waves detect trending topics on social media

Boston research company Crimson Hexagon has launched Topic Waves, a new feature in its ForSight big data analysis platform, designed to discover emerging topics and trends in social media conversations.

Topic Waves aims to reveal the evolving stories in social media conversations and visualize the volume of conversation associated with topics over time. Using Topic Waves and Crimson Hexagon's social media analysis library, customers can access present and historical trend data with social media topic modeling capabilities that go back to 2008.

In addition to Topic Waves, Crimson Hexagon has added the following features to its ForSight platform: Twitter metrics to provide high-level metrics



on Twitter activity and help handle mentions surrounding a brand, product or event; improved automated sentiment to categorize posts using human-derived perceptions of positive or negative sentiment; Crimson Community, a user forum intended to connect customers with Crimson Hexagon employees and partners; and Workspaces to allow users to curate results from multiple ForSight analyses and queries.

[www.crimsonhexagon.com](http://www.crimsonhexagon.com)

## ●●● data analytics Opportunities for Enrichment

Analytics suite aims to improve existing services and generate new revenue

Plantation, Fla., research company cVidya has released Enrich, a marketing analytics solution designed to analyze customer information from multiple sources to offer a 360-degree view of cross-business KPIs, as well as packages of pre-modeled customer data analytics to address specific challenges faced by mobile operators. These include accelerating the penetration of data services and maximizing data revenue; improving customer acquisition and retention; managing LTE migration; optimizing price plans; and identifying opportunities for collaboration with third parties.

Enrich is also intended to help marketers independently detect new business opportunities; identify underserved customer segments and their needs and preferences; detect and address negative trends in customer behavior; and monitor the impact of marketing initiatives.

Enrich aims to reveal correlations between related subscribers, such as family members or partners of a small business, which can then be offered appropriate group tariffs or cross-service

[www.quirks.com](http://www.quirks.com)

propositions. Marketers can also use this Customer Groups model to prioritize specific customer groups in retention activities and lower overall churn. Similarly, the Influencers model enables marketers to identify and target customers whose actions influence the decisions of other customers regarding usage, purchases, churn and the like.

[www.cvidya.com](http://www.cvidya.com)

## ●●● marketing mix Six ways to win

Confirmit solution to analyze and support channel and marketing strategy

Oslo, Norway, research software company Confirmit has launched its Channel and Trade Audit solution, a program designed to help companies to understand their retail, channel and trade marketing opportunities and to drive growth.

The solution combines Confirmit's mobile applications with a market-profiling methodology. The Confirmit Channel and Trade Audit solution aims to address the six critical components of a channel and marketing strategy:

1. Understanding new markets: Map new markets to overcome unique challenges.
2. Vendor compliance: Achieve vendor compliance to maintain brand identity.
3. Competitive analysis: Monitor and respond to competitor activities.
4. Marketing insights: Prioritize marketing and advertising efforts based on unique regional characteristics.
5. Distribution and delivery: Analyze and monitor channels and distribution effectiveness.
6. Asset management: Track promotional equipment to maximize value.

[www.confirmit.com](http://www.confirmit.com)

## ●●● mobile research Cloud meets Mobile

Analyze and optimize apps with Adobe

Adobe, a San Jose, Calif., software company, has launched Adobe Mobile services for Adobe Marketing Cloud, designed to help marketers understand and improve user engagement with mobile apps.

Adobe Mobile services offer a series of app-centric capabilities, including a new user interface for mobile teams; app experience targeting based on GPS location; and audience testing. Key features include geo-location targeting; app analytics; app optimization; broad platform support; ease of deployment; and data privacy.

Customers can access the Adobe Mobile services user interface by licensing Adobe Analytics or Adobe Target.

[www.adobe.com](http://www.adobe.com)

## ●●● diy research Global affluent access

DIY platform allows researchers to reach affluent consumers worldwide

Agility Research and Strategy, Singapore, has launched a DIY online survey platform designed to give marketers access to 17+ million affluent and luxury goods consumers in 13 markets around the world.

Agility focuses on research across Asia using online and digital data collection tools. Its Affluent.com panel platform, which can be filtered using income levels by country, offers access to Agility's Influential Affluent segment.

[www.agility-research.com](http://www.agility-research.com)

## ●●● retailing

### Manthan goes mobile

Offering retail analytics on-the-go

**M**anthan Systems, a Bangalore, India, research company, has released ARC Mobile, a retail analytics solution intended to provide retailers access to critical operations, merchandising, marketing and financial insights from any location.

ARC Mobile aims to provide the full breadth of ARC Merchandise Analytics on a tablet device, from interactive data visualizations and exception alerts to collaborative markups and annotations. Role-based, customizable dashboards and analytical views are available on any iOS or Android tablet device in online and offline modes.

Manthan's mobile analytics application was designed for mobile retail employees, such as regional managers or for executives who use handheld devices.

[www.manthansystems.com](http://www.manthansystems.com)

## ●●● advertising research

### What they do, not what they say

Nielsen service uses purchasing behavior data to guide campaigns

**N**ew York researcher The Nielsen Company has debuted Nielsen Buyer Insights – Precision Marketing, a digital measurement service designed to enable the activation and measurement of online advertising campaigns based on what people buy.

The Precision Marketing service

aims to combine consumer online activity with actual online and offline purchase activity from anonymized, privacy-protected credit card data of the Nielsen panel. Sales categories include retail, travel, dining and more.

[www.nielsen.com](http://www.nielsen.com)

## ●●● mobile research

### Heavy-hitting app

Sumo Insight launches mobile market research platform

**S**umo Insight Ltd., a London research company, has debuted its mobile market research services to provide access to market research via an engaging consumer experience and real-time, real-location accuracy for opinion capture.

Sumo Shorts is at the center of the service portfolio. This smartphone app aims to enable short, fun and engaging surveys and provide an optimized experience for respondents on Apple and Android smartphones. Capturing opinions as they happen in text, talk, picture and video, the Sumo Shorts app can be downloaded via the Apple App Store or Google Play. It uses location-based technology to deliver surveys.

Sumo Chat also allows researchers and/or clients to engage with participants in the moments immediately following a survey and watch/interact with group forums. It is designed to allow respondents who have more to say to voice their opinions and create a touchpoint for brands to interact with consumers and deliver qualitative group-formed insight.

[www.sumoinsight.com](http://www.sumoinsight.com)

## ●●● Briefly

■ The GfK Group, a Nuremberg, Germany, research company, has unveiled GfK Echo, a CEM solution designed to capture customer feedback in real time; integrate custom-

er feedback with transactional and other critical data; aggregate the responses; and communicate findings via an interactive dashboard for immediate action.

[www.gfk.com](http://www.gfk.com)

■ Google, Mountain View, Calif., has launched the Google Opinion Rewards app, which offers Google Consumer Surveys users Google Play Store credit via Google Wallet for answering survey questions. The program is currently available to U.S. Android users.

<https://play.google.com/store/apps>

■ Norrköping, Sweden, research software company Dapresy has released version 8.3 of its Dapresy Pro research reporting solution. Improvements and enhancements include support for the A4 Excel layout format; support for mobile devices and tablets; a setting to disable mandatory time-outs for security purposes; new controls for presentation mode; and improved sorting in answer blocks. Version 8.3 also features integration to Questback data collection tools.

[www.dapresy.com](http://www.dapresy.com)

■ Survey Analytics, Seattle, has launched the SurveySwipe Software Development Kit (SDK) for developers, a solution designed to enable in-app feedback collection and management. The toolkit includes the full feature package of SurveySwipe, its smartphone survey system. The SurveySwipe SDK integrates with any existing iOS or Android app.

[www.surveyanalytics.com](http://www.surveyanalytics.com)

■ Cincinnati-based ThinkVine, a marketing-mix optimization software company, has partnered with IMJ Corp., a Japan digital agency, to release a Japanese-language version of its predictive, consumer behavior-driven marketing-mix optimization software. Other local-language versions of the software are planned.

[www.thinkvine.com](http://www.thinkvine.com)

■ Santa Monica, Calif., research company Interpret LLC has launched New Media Measure Hispanic, the Hispanic version of its media consumption tracking service. New Media Measure Hispanic is a semiannual syndicated study designed to use digital and offline data to monitor trends in media, technology and entertainment among Hispanics in the U.S. [www.interpretilc.com](http://www.interpretilc.com)

■ SurveyMonkey, Palo Alto, Calif., has launched SurveyMonkey Enterprise, a product designed to help teams use SurveyMonkey and centrally manage the service. Administrators can invite colleagues to their SurveyMonkey group, bringing all survey history together. This provides organizations with data ownership, user management and a single bill. SurveyMonkey Enterprise includes all features of the Platinum package. [www.surveymonkey.com](http://www.surveymonkey.com)

■ ThinkNow Research, Burbank, Calif., has launched Omnibus Plus+, a nationally-representative Hispanic monthly custom omnibus that compares responses to the general market population. [www.thinknowresearch.com](http://www.thinknowresearch.com)

■ Digital Element, an Atlanta geo-location services provider, has received accreditation from the Media Rating Council, New York, for the geo-location identifications reported by its NetAcuity platform. Digital Element is the first company to attain MRC accreditation within the IP geo-location industry. [www.digitalelement.com](http://www.digitalelement.com)

■ Researcher Steven Struhl's book *Market Segmentation* has returned for a fourth printing. This book endeavors to explain market segmentation in an easy-to-read style. The book is available from Amazon.com.

■ Focus Pointe Global, a Philadelphia research company, has released the first edition of its Pointe-of-View report, a quarterly series intended to survey Focus Pointe's respondent panel on a topic of interest to its client

[www.quirks.com](http://www.quirks.com)

partners. The latest report focuses on financial services (banking). [www.focuspointeglobal.com](http://www.focuspointeglobal.com)

■ Chapel Hill, N.C., research company Best Practices LLC has released Consumer Marketing Research Innovation: Assessing New Tools, Technologies, and Approaches to Understand and Communicate with Consumers, a study that addresses consumer marketing issues, including new media for interacting

with consumers, new qualitative techniques for insight mining and new quantitative techniques for market research data analysis. A complimentary excerpt is available for download at [www3.best-in-class.com/tr1243.htm](http://www3.best-in-class.com/tr1243.htm).

■ Creative Research Systems, Petaluma, Calif., celebrated the 30th anniversary of The Survey System, its survey software, in 2013. [www.surveysystem.com/survey-software.htm](http://www.surveysystem.com/survey-software.htm)



## Multi-media advertising assessment, improvement and optimization.

We help marketers build brands by providing a suite of world class research solutions designed to assess, improve and optimize every touch point of your advertising and media.

Everyone at MSW•ARS Research is passionate about validated metrics, metrics that are predictive of business results. We combine this with senior staff experienced in brand building strategy and who deliver actionable insights.



**Actionable Insights**



[www.mswarsresearch.com](http://www.mswarsresearch.com) • 516-394-6000



# Using NodeXL to decipher big data

| By Michael Lieberman

## snapshot

Michael Lieberman tests a free, open-source social media data analysis tool.

In a recent piece in *Forbes*, Mark Fidelman asked, “What if instead of a score, you could visualize the impact a person, business or topic has in a social network? What if instead of using complicated listening tools, you could see in an instant who is talking about your company or its products and how you’re connected to them?” This, of course, is a central theme in the ongoing campaign to tame big data.

One of the most onerous challenges facing the marketing research industry today is to dam and direct the raging flow of social network data being generated each second. As researchers, we need to make things relevant. We need to tell the story.

Marc Smith is a sociologist specializing in the social organization of online communities and computer-mediated interaction; he and I met at a recent predictive analytics conference. Smith leads the Connected Action Consulting Group in Silicon Valley and cofounded the Social Media Research Foundation. Smith has pioneered a free, open-source graphics program, NodeXL, which synthesizes and clusters social network data. This analysis is called social network analysis (SNA). Instead of a complicated listening platform, NodeXL – an Excel add-on – is able to synthesize, for example, various Twitter feeds and produce a relevant graphic and report. NodeXL creates maps that make sense of social media – and that is just the beginning.

Thanks to Smith’s mentoring, I have functionally mastered NodeXL and learned how to make its output relevant to the marketing research industry. This article will present

the fundamentals of SNA and NodeXL. I will provide sample Twitter and Facebook maps and show how they may be used for understanding brand conversations taking place in the realms of social media.

## Network theory

Social network analysis views social relationships in terms of network theory, consisting of nodes (representing individual actors within the network) and ties (which represent relationships between the individuals, such as Facebook friendships, e-mail correspondence, hyperlinks or Twitter responses). These networks are often depicted in a social network diagram, where nodes are represented as points and ties are represented as lines.

Figure 1 is an example of a Twitter NodeXL social network graph. Instead of using listening tools, these Twitter maps organize and visualize content in a way that makes them very easy to interpret.

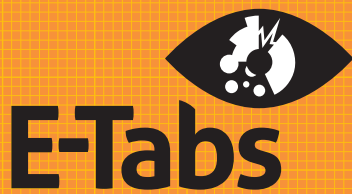
- We can see who is talking about the brand (in this case, BMW).
- We can tell who are major influencers or connectors and what they are saying. (A connector is someone whose tweets are heard by a large number of people, oftentimes in different “clouds” within the graphic.) If we look at Figure 1, we see an oval that shows several connectors. These are people that the brand might want to contact directly through Twitter.

At first it may be hard to decode the map. In short, given that BMW is a major brand,



quirks.com/articles

ID 20140105



DATA VISUALIZATION  
ONLINE DASHBOARDS  
CHARTING  
AUTOMATED REPORTING  
DATA VERIFICATION



# DATA IN SIGHT

E-Tabs has been providing cutting edge data visualization and reporting solutions to the market research industry for over 20 years. We help businesses all over the globe boost their productivity by making the process of producing their reports and visualizations quick, simple and cost effective.



knowledge



speed



simplicity



flexibility

[info@e-tabs.com](mailto:info@e-tabs.com)  
[e-tabs.com](http://e-tabs.com)

Figure 1

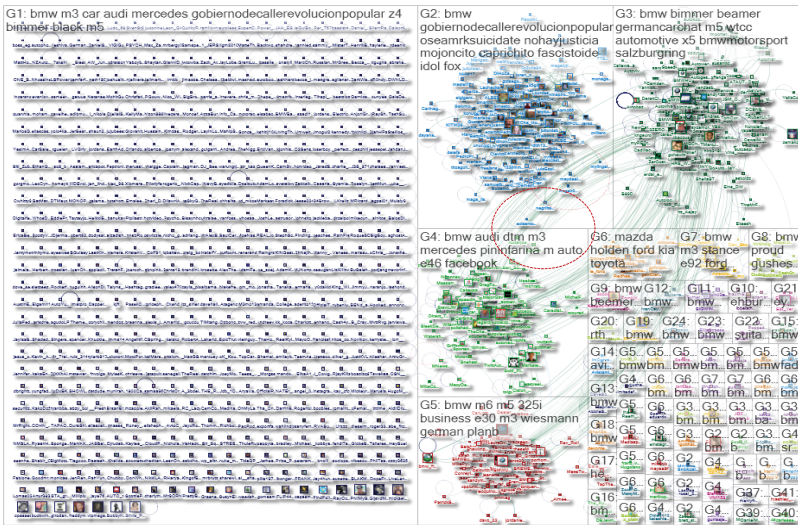
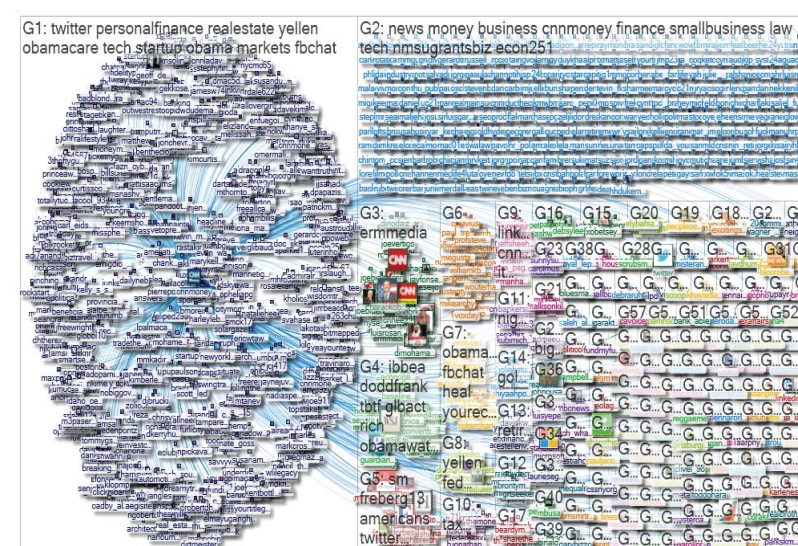


Figure 2



there are a lot of people who are talking about it who are not connected to other Twitter users. These nodes are referred to as islands. Most brands will have a large cluster of islands. In Figure 1, section G1 is the large group of dots to the left. These are people not directly connected to the main BMW Twitter account but are discussing topics related to BMW. These are people with whom BMW might want to talk in the future.

In sections G3 and G4, clustered people are discussing different aspects of BMW. The lines that connect these mushroom-shaped clusters are “connectors,” the people whose voice is heard in both groups.

The clusters in the BMW map, the

multicolored clouds of names, are people who are in contact with each other either by retweeting or responding. If we look to see which Twitter hashtags cluster in each group we get a pretty good idea of what they are saying about BMW.

What’s exciting about this is that NodeXL allows companies to understand not only what is being said in the social media sphere but also to identify their most efficient messengers. This allows firms to ferret out prospective customers and identify influencers and allows brands to test social media campaigns by monitoring NodeXL Twitter maps over specified periods of time.

Figure 2 is another type of common

Twitter map. This is called a broadcast map, where an individual account creates a large buzz. Examples might be Lady Gaga, the GOP, a news channel or the Chicago Bulls.

In our example, CNNMoney is the center of the broadcast network. Its hashtags cluster around the day’s major stories. Interestingly enough, in our example Twitter is a major story for CNNMoney, probably because Twitter announced its IPO the day before I ran the map. Also trending for CNNMoney is Obamacare. Not surprising, CNNMoney is connected to other news outlets, the most visible being CNN.

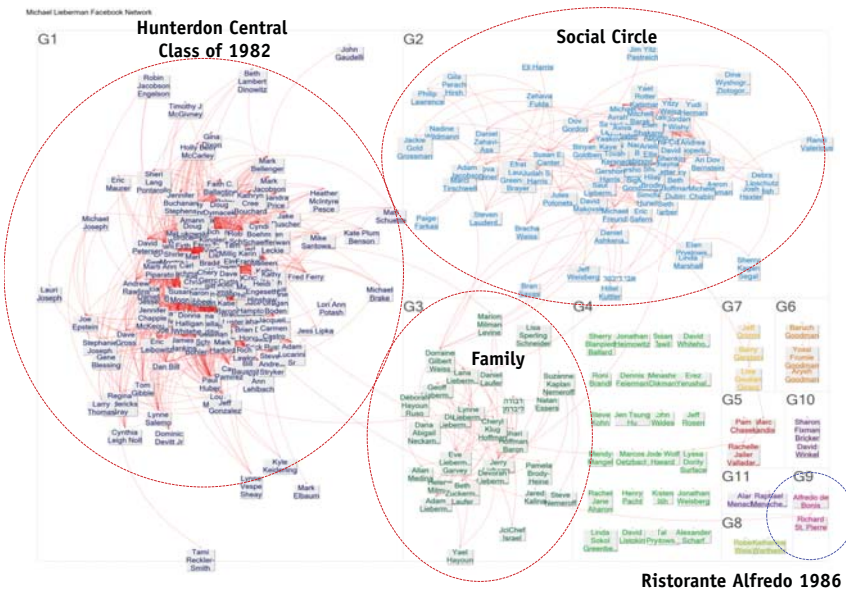
Again, where to begin? Looking closely at Figure 2, one can see that CNNMoney has many direct followers and broadcasts to a large number of small clusters (G3 thru G50) and islands (G2). These kinds of broadcast maps are useful not only for content but also for reaction. For example, if a football team bombs on Sunday, what are the responses by its fans? (Though not included in the map, NodeXL does record all tweets within the search for keyword and sentiment analysis.)

In addition to Twitter, NodeXL analyzes e-mail networks, hyperlinks, Flickr and Facebook friends, Likes and groups. Figure 3 is an example of a Facebook-focused map. Unlike Twitter, Facebook networks are not publicly available and a password is required to collect data from a user, so I used my own network of Facebook friends. I do not use Facebook for my firm Multivariate Solutions, so my account reflects life clusters. It is instructive to see how NodeXL clusters my Facebook friends.

NodeXL surveys all my friends and clusters those in my network who are connected to one another. It then maps these people around these shared connections.

Examining Figure 3, we see three dominant clusters. One is my high school class – the original reason I got on Facebook. One is my current social circle. The third is family. I have several other small clusters of friends but to show how robust NodeXL is, I put a small blue circle around a tiny cluster at the bottom, right-most corner of the

Figure 3



map. These are a few people with whom I worked at Ristorante Alfredo in New Brunswick, N.J., in 1986 while I was an undergraduate at Rutgers University.

The Facebook Likes page of a company like Starbucks is a treasure trove of social network information. NodeXL pinpoints the influencers

and their opinions. This would allow Starbucks to directly contact a well-connected Facebook customer and offer him a free latté. NodeXL could also cluster people who are saying negative things about Starbucks and allow the company to reach out to them in a positive way.

## Harness the power

We are living in an increasingly saturated world. Facebook, Twitter, Google, smartphones – more data is being produced daily than was created in the first 4,000 years of human existence. There is so much marketing noise that even big TV networks and news giants no longer have the ability to create overnight product success. The result is a growing effort by smart organizations to augment their campaigns through proven media channels with social network advertisements. That is, these companies have learned to harness the power of thought leaders, experts and influencers to promote their products. As we move forward, social network analysis, using tools such as NodeXL, will no doubt play a larger and larger part in this emerging field. ①

Michael Lieberman is founder and president of Multivariate Solutions, a New York statistical consulting firm. He can be reached at 646-257-3794 or at michael@mvsolution.com.

## HOW DO YOU KNOW IF YOU ARE REACHING THE RIGHT PAYERS?

### OLSON PAYER RESEARCH DOES.

The Premier Source for Connecting with Healthcare Professionals

- Olson Payer Research
  - Online Research
  - Recruitment
  - Qualitative Research
  - Analytic Services



Olson has more than 17 years of experience in reaching and engaging key decision makers across the healthcare spectrum. To learn more about our payer-focused syndicated reports and custom services, please visit us at:

[www.olsonresearchgroup.com](http://www.olsonresearchgroup.com)

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

Pennsylvania: 267.487.5500 California: 650.450.9700

[www.olsonresearchgroup.com](http://www.olsonresearchgroup.com)

# When satisfaction scores go flat

| By Peter Gurney

## snapshot

Peter Gurney offers some dos and don'ts for dealing with a stubborn trend line

Once a slow and expensive process, collecting feedback from customers is now quick, simple and relatively cheap with the widespread availability of online survey tools and reporting systems. Companies can collect ratings and feedback at every point of contact, including phone calls, e-mails, Web visits and point-of-sale purchases. In addition, managers can view survey results instantly instead of waiting weeks or months to find out what their customers are saying.

This information is a valuable and necessary component of any voice of the customer (VOC) program. But if you've been collecting survey results for a while, you've probably run into a situation that many organizations face: flat trend lines. Once the easy wins are behind you, any upward movement in the overall ratings becomes increasingly difficult to achieve. This wouldn't be a problem if you could confidently say that your organization had reached a state of customer experience perfection, but in most cases, employees and managers are painfully aware that there is still plenty of improvement to be made.

The problem with flat trend lines isn't simply that they suggest a lack of progress. It's also that they're boring. It's difficult to keep stakeholders interested and motivated when they see the same scores month after month. Many customer-experience initiatives have stalled when satisfaction ratings reach a plateau.

Flat scores are actually just a sign that the VOC program needs to evolve. There are various actions that can be taken to push the program along and different organizations approach the challenge in different ways. As a start, we offer



a few dos and don'ts:

**Do: Bring other metrics to the foreground.**

Satisfaction ratings (or NPS or however you're keeping score) are not meant to be an end in themselves. They are intended to reflect customer attitudes and experiences as a means to achieving better business results. Eventually, satisfaction scores need to become less prominent as other success measures take the lead. Depending on what the goals of the program are, various operational and financial metrics may be brought forward, including complaint volumes, retention rates, new accounts, customer spend and average cost-to-serve. This doesn't mean that satisfaction ratings disappear; they should continue to serve as an important indicator of the customer relationship. But as the Chinese proverb goes, "When the finger points at the moon, the fool looks at the finger."

**Don't: Change the scale.** Some organizations fall into the trap of blaming the messenger, assuming that a different scale or manner of asking about satisfaction will change the result. Here are some hard truths:

- Bigger satisfaction scales don't give you more precision. As a practical matter, all satisfaction analyses tend to break down into three buckets: negative, neutral or positive. Whether you're using a five-point scale or a 100-point scale, you'll still be looking at those three categories in the end.
- Using multidimensional indexes may not help, either. Combining and weighting several metrics, like overall satisfaction, willingness to recommend, likelihood to repurchase, etc., sounds scientific and gives the illusion



[quirks.com/articles](http://quirks.com/articles)

ID 20140106



# EMPOWERING INSIGHTS Around the World



**GMI DELIVERS** access to online, ready-to-survey research respondents around the globe with unparalleled quality, capacity and targeting for every budget. From intelligent sampling to award-winning survey engagement to sample management and custom reporting, GMI adds value at each stage of the research process.

**CONTACT US TODAY** to find out how our full suite of data collection and research services can deliver the insights you need to make informed decisions.

THE AMERICAS: +1 206 315 9300  
ASIA PACIFIC: +61 2 8017 6700  
EMEA: +44 (0)20 7399 7010

[www.gmi-mr.com](http://www.gmi-mr.com)

of greater precision. Unfortunately, these formula-based indexes are seldom better predictors of business performance than simply tracking overall satisfaction.

**Do: Focus more heavily on open-ended responses.** Numbers are nice because they're easy to analyze and display. Words, on the other hand, are messy and analyzing them is labor-intensive. As a result, it is common for VOC researchers to severely limit the use of open-ended questions on their surveys. It is also common to find that the research team is sitting on a pile of unanalyzed comments, hoping they will eventually have the time to make sense of them.

Although customer comments are indeed more difficult to analyze and report on than ratings, it is often in the comments that the richest and most actionable information can be found. Companies that have hit a wall with their satisfaction ratings may want to look at redesigning their surveys to better allow customers to tell their stories in their own words. This may require additional work but it will ultimately provide more powerful and actionable information.

**Don't: Shrink the scope.** Satisfaction surveys can become overly focused on the needs of a specific user group, often at the expense of providing in-depth information about the customer relationship. For example, post-transaction surveys may be used primarily for coaching and rewarding call agents and other frontline service personnel and over time become short-

ened to exclude any questions that are not directly related to the customer's interaction with the agent. But this narrowly-scoped data leaves out important information about the customer's overall experience and relationship with the company. In general, voice-of-the-customer programs should include both in-depth relationship surveys and transaction-based feedback and the transaction feedback should capture information about the entire experience, not just the performance of the service agent.


**Do: Segment the results.** Rather than tracking an overall satisfaction score for the company, it is often more productive to break the scores out by relevant customer groups and monitor them separately. Different groups may have different satisfaction criteria, as well as different expected ranges of satisfaction. For example, business travelers typically give lower satisfaction ratings than leisure travelers, even though they may, on paper, appear to be more loyal to a specific hotel brand or airline. Understanding how different groups are best satisfied and what the relevant ranges of their satisfaction ratings are will allow you to focus your improvement efforts more effectively.

**Don't: Settle for "good enough."** If satisfaction ratings have reached a plateau, it may be tempting to rationalize by claiming that further improvement is unnecessary or unaffordable. But this is seldom true. Executives at companies with superior service levels, such as Nordstrom, are frequently

heard to use phrases such as, "We're still far from perfect," "We have a long way to go" and "We're always working at getting better." If scores are flat, it's time to work harder, not to relax.

**Do: Recruit new stakeholders.** As VOC programs mature, they often apply customer feedback in new ways to meet the needs of an expanding base of internal clients. While VOC may initially be used for service recovery, frontline coaching and satisfaction monitoring, over time the information can be systematically applied to support product innovation, process improvement, vendor relations, training and communications content and other important organizational needs. At the same time, the VOC team may evolve from an analytical and report-generating group to an internal consulting organization, working closely with a wide range of stakeholders to help them advance their business objectives.

### Continually evolve

The main point to keep in mind is that customer satisfaction and VOC programs are not meant to be static. As the organization becomes comfortable with the process of measuring and sharing customer feedback, the program must continually evolve by incorporating new measures, serving new stakeholders, and making more effective use of the information. 

Peter Gurney is senior director, VOC solutions, at Seattle-based NetReflector Inc. He can be reached at 206-234-7738 or at [pgurney@netreflector.com](mailto:pgurney@netreflector.com).

## ONLINESAMPLE. ONLINEPANELS. ONLINERESEARCH.



**ESEARCH.COM**  
[esearch@esearch.com](mailto:esearch@esearch.com)



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

Esearch.com, Inc. online fielding support for research [www.esearch.com](http://www.esearch.com) [esearch@esearch.com](mailto:esearch@esearch.com) 310.265.4608



HELP

# Help is here.

Free statistical calculator from **QUIRK'S**  
Marketing Research Media

- Chi-square test
- One-sample t-test between percents
- Independent samples t-test between means
- Determine sample size for percents
- Fisher's exact test
- Two-sample t-test between percents
- Confidence interval around a mean
- Determine sample size for means
- Binomial test
- Confidence intervals around a percent
- Compare sample mean to population mean
- Sampling error for a given sample size
- Poisson events test
- Compare two standard deviations
- Compare three or more means
- And more

[www.quirks.com/resources/calculator.aspx](http://www.quirks.com/resources/calculator.aspx)



●●● health care research

# A coordinated effort

A LifeScan researcher extols the value of active management of the research process

| By Lawrence Cesnik

## snapshot

Lawrence Cesnik details how vigilance and team-building drove a successful effort to refine messaging for OneTouch diabetes-related products.

LifeScan is the Johnson & Johnson company that makes OneTouch, the leading U.S. brand of blood glucose monitors and test strips. In 2011, LifeScan was faced with some real marketing challenges. On one hand, we needed to reinvigorate messaging for our legacy blood glucose meter line (OneTouch Ultra). On the other, we were preparing to launch a new meter (OneTouch VerioIQ) and needed a compelling way to talk about it to diabetes patients and health care professionals. These challenges were intensified by upcoming competitive meter launches.

Several different marketing groups within LifeScan's U.S. marketing organization were considering revamping their messaging in order to support the new product launch and legacy refresh. Each marketing group had specific objectives for message development, such as:

**Launch product team (OneTouch VerioIQ):** Which claims best support the new product's core benefit of identifying blood glucose patterns for patients?

**Legacy product team (OneTouch Ultra line):** How can we refresh the messages that have been used for several years to support the accuracy and ease of use of our legacy product line?

**Payer marketing team:** What is the best way to talk about our superior insurance coverage?

**Professional marketing team:** How can we most effectively influence all decision makers and influencers in the doctor's office to prescribe and recommend OneTouch?

## Higher market share

The situation was ripe for a solution. Each of the marketing groups had started talking about the need for stronger messaging at about the same time. Each group's messaging need was legitimate and actionable: stronger messaging, combined with superior share of voice, could lead to more prescribing and usage of OneTouch meters and test strips.





by conducting a brainstorming session with key marketers (another would follow a couple of weeks later). That ideation yielded much fruit because we went into it with focused objectives, engaged participants, a competitive spirit (even a prize or two), a good knowledge of our current messages and a frank discussion about our messaging gaps.

The output of the ideation session was a much stronger, expanded list of potential messages to test in the research. As we identified the messaging gaps, it became clear that a good way to plug some of them and drive differentiation would be to expand our team (Figure 1) beyond marketing to other parts of the organization – including health economics, clinical affairs and sales – and even beyond our organization to the creative agency.

A wide range of sources (Figure 2) was consulted for the messages, including the creative brains of our marketers, previous market research studies, clinical studies, competitor Web sites and brochures and even publications like *Consumer Reports*. We also tasked our creative agency with strengthening the message language with their copywriting skills. Some of the messages on the table were known (through previous work) to resonate with customers and could be substantiated; others could be substantiated but it was unknown whether they would resonate; and for others we were not sure, but they appeared to differentiate us in an increasingly commoditized category.

We then refined our growing message list using three filtering principles: (1) align most of the messages with the positioning and strategy of both our legacy and soon-to-launch products; (2) include known strong messages (and exclude weak ones) from previous research; and (3) include a range of message buckets such as value, emotional benefits, functional benefits, ease of use, endorsement/legacy and service/support.

Multiple rounds of feedback from our cross-functional team strengthened the messaging study. I always asked the team to provide their feedback from the latest message list version by a specific date. Checking in at different times sometimes uncovered the unexpected bonus, such as the ability to include new competitor messages, a newly-published *Consumer Reports* claim and some powerful messages written by a very talented marketer who just happened to join the team late.

Getting the messaging right could set us on a path toward even better customer perceptions and higher market share.

The strategic messaging study that I developed to meet this challenge was a success due to its ability to connect the dots within our organization. The first step was getting all of the marketers together in a room to show them the benefits that a strategic messaging study would bring to all. They agreed with me that a study that looked across the business would be more effective – and more efficient – at finding the strongest messages for the OneTouch brand than multiple studies for each marketing group. As a bonus, this holistic approach would enable better awareness, communication and collaboration between marketing teams even outside of this initiative, since marketers would need to come together several times during this process.

Another success factor was identifying a passionate marketing partner with whom I teamed to drive the success of the study. She had already taken on legacy brand revival as one of her key roles and so was a natural fit to be the marketing champion of this messaging-optimization process. In addition, my marketing partner was very bright and savvy about the power of insights, was strategically focused and had strong relationships with other marketers and outside agencies. Having her partnership and support on this strategic messaging initiative would also serve as a springboard for other insight initiatives to come.

### Ample helpings of resources

To become actionable, the strategic messaging study would need to be “fed” very well and the feeding would include ample helpings of resources and relationships both inside and outside of LifeScan. As we did not want to miss any opportunity to strengthen our messaging, no stone could be left unturned. My marketing partner and I began

Figure 1

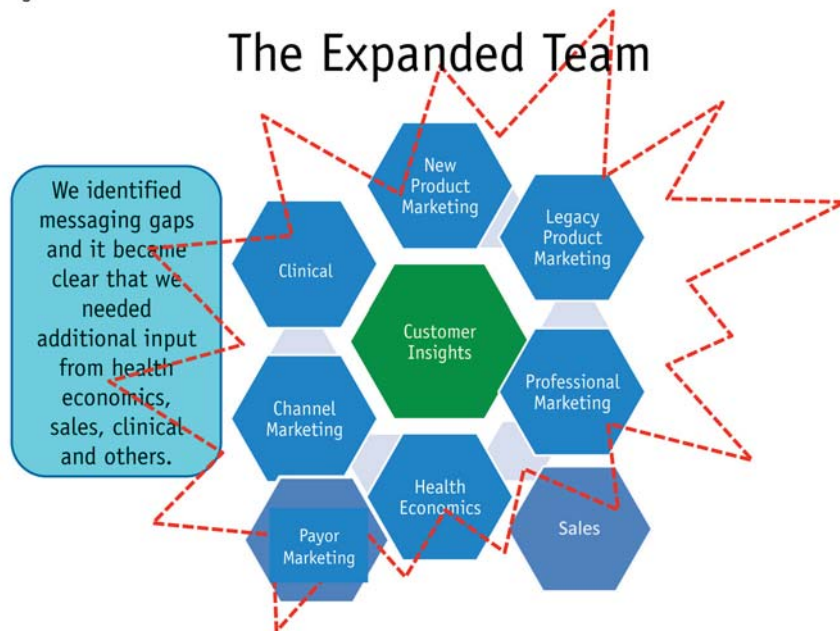
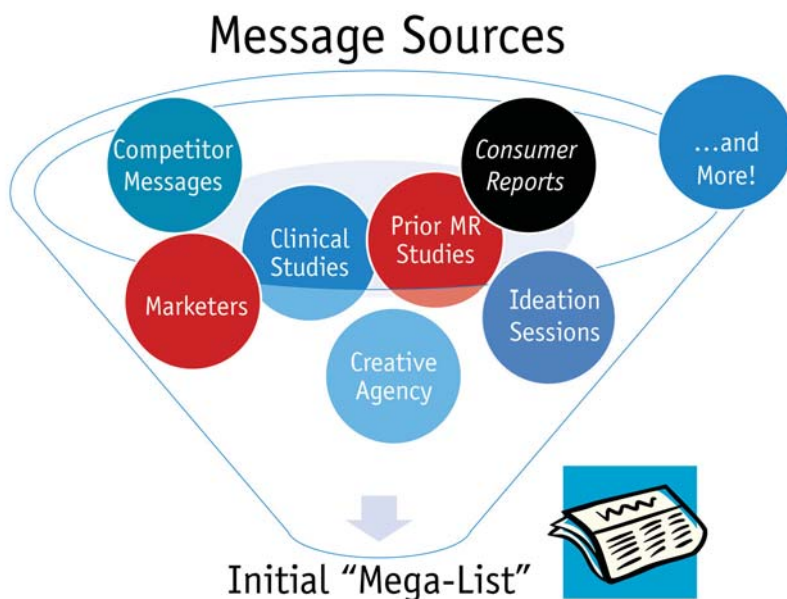


Figure 2



### Really be the strongest

I wanted to have confidence that the winning messages identified in the study would really be the strongest among those tested. First, I needed to ensure that we surveyed the relevant audiences: diabetes patients who tested their own blood sugar and the health care professionals who supported them; endocrinologists; primary care physicians; diabetes educators; office staff; and pharmacists. Second, we needed a technique that was robust, real-world and allowed us to test a large number of messages. I worked with research

firm Moskowitz Jacobs, White Plains, N.Y., to design a conjoint-based message optimization approach using its IdeaMap methodology. The conjoint approach – through exposure to dozens of randomly-generated concepts – provided a clear assessment of each message’s ability to “pop out” and impact the likelihood of patients and health care professionals to switch to our products. The concepts contained a mix of new product, legacy product and “overall OneTouch line” messages and, to simulate the marketplace, even included key competitor messages.

### Four principles for insight-sharing

When results came back several weeks later, I wanted to reengage the team with a concise overview of the key message opportunities for the business. Simple, colorful graphical output (green = message is strong driver; red = strong detractor; white = neutral) helped translate the conjoint results, as did the following four principles for insight-sharing:

**Link study results to industry decision drivers.** I quickly re-grounded the audience in the key decision drivers in our blood glucose monitoring category (such as accuracy, ease of use and value) and then structured much of the message results around those drivers.

**Clearly identify gaps.** The lack of “green messages” in the ease-of-use bucket marked that message category as one in which we had no message that strongly motivated switching to our products – no surprise in a category where everyone was claiming ease-of-use but one that clearly suggested that additional work was needed to differentiate ourselves (Figure 3).

**Present solutions.** The beauty of testing so many messages was that while we saw vulnerability associated with some of the messages tested, we also discovered avenues to overcome those weaknesses. For example, in the chart in Figure 4, the most powerful execution (Message R) risks cannibalizing our own user base, so I suggested that we could use Message U or V instead, which fared much better with competitive users.

**Clearly show competitive advantages.** Importantly, IdeaMap’s ability to test competitive messages allowed us to graphically show how our strongest messages fared against competitors’ strongest ones. As seen in Figure 5, there were several in which we did better!

### Not be acted upon

Since the marketing teams were extremely busy with multiple priorities, after the initial presentation it began to look as if the messaging insights from this study would not be acted upon – a very undesirable outcome for this strategic study.

Figure 3

Except for Message B, None of the 6 Ease-of-Use Messages Motivate Switching Behavior

Consumer Message	OneTouch Users	Competitive Users
<b>EASE OF USE (Legacy Product)</b>		
Message A	-2	1
Message B	-8	10
Message C	4	-2
Message D	-7	-3
Message E	-3	0
Message F	0	-8

Figure 4

Marketing Dilemma: The Most Powerful Execution (Message R) Runs the Risk of Cannibalizing OneTouch Users.  
*Consider Message U or V as Alternatives*

Consumer Message	OneTouch Users	Competitive Users
<b>VALUE (New Product)</b>		
Message R	19	1
Message S	2	3
Message T	4	-2
Message U	3	8
Message V	6	10
Message W	-2	-11

Figure 5

Clearly Show Competitive Advantages

Consumer Message	OneTouch Users	Competitive Users
<b>ONETOUCH VERIFIED IQ MESSAGES</b>		
Message AC	18	15
Message AG	13	10
Message AT	9	13
Message AX	13	8
<b>COMPETITOR MESSAGES</b>		
Competitor Message BC	8	3
Competitor Message BG	8	8
Competitor Message BK	7	0
Competitor Message BM	3	8

HIGH QUALITY, LOW COST

# The Other Sampling Company

ONLINE PANEL AND PHONE SAMPLES

or COMPLETE SURVEY FULFILLMENT

### Sample

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

### Survey Programming

YOUR QUESTIONNAIRE  
SIMPLE OR COMPLEX

### Data Collection

SURVEY HOSTING  
QUOTA MANAGEMENT

### Tabs

ON TIME  
ON BUDGET

REQUEST A QUOTE  
via our website, email or phone

**AFFORDABLE SAMPLES, INC.**™

The OTHER Sampling Company

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

Figure 6


Total Office Call Action Plan Deep Dive				
	ENDO	PCPs	O STAFF	CDEs
ACCURACY: ... to deliver accuracy with every result				
DATA MANAGEMENT: It is easier for your patients to ... than with ...	Doctor-Focused Messages			
EASE OF USE: The new OneTouch Verio test strip gives ...				
EMOTIONAL: OneTouch VerioIQ helps your patients feel more confident about ...				
EMOTIONAL: OneTouch VerioIQ helps your patients feel more confident about ...				
DATA MANAGEMENT: OneTouch VerioIQ is the first meter ever to ...			Educator-/Nurse-Focused Messages	
DATA MANAGEMENT: OneTouch VerioIQ's ... helps your patients ... they wouldn't have ... before.				
EASE OF USE: With the OneTouch VerioIQ meter, both ... and ... facilitate ...				
EASE OF USE: The OT VerioIQ Meter has the biggest ... on the market.				
LANCING: The OneTouch ... is proven to ... so patients may be more likely to ...				

leveraged those key insights to identify messages that we should drop, those we should keep or modify and those we should add – with a clear rationale for each bucket. During that meeting, we had a particularly productive discussion on how this study informed the “total office call” of our sales representatives. Through this technique, we had clearly identified some messages that resonated very strongly with the doctors in the practices we called on but found there were different ones that were compelling to the nurses, medical assistants and diabetes educators in those offices (Figure 6).

### Lot of progress

A lot of progress has been made since the strategic messaging study and the follow-up action workshops. Some strong messages were continued as recommended and several new promising messages were implemented. A few messages uncovered in this study were so strong that a new study was developed to substantiate them. And, we continue to use a sales-detailing effectiveness study to track the ongoing impact of our messages among health care professionals.

The strategic nature of this study allows it to live well beyond its expiration date. I have found it to be an important addition to the foundational learning toolkit within the customer insights function. Key study results and implications can be used to open dialogues with business partners and help them visualize new messaging opportunities. The conjoint approach can also help us as internal research consultants provide a real-world framework for future research initiatives large and small.

We were able to strengthen our consumer and professional messaging at LifeScan through not just a smart research approach but also through leveraging the talents and resources of our company. I look forward to reaping more benefits from this experience for years to come. 

Lawrence Cesnik is U.S. lead, global customer insights, at LifeScan Inc., Milpitas, Calif. He can be reached at lcesnik@its.jnj.com.

Sensing this, I began to nudge my colleagues: first by walking around the marketing department to ensure that, indeed, it was just a busy schedule and not a lack of motivation that was preventing action. Nudge No. 2 was enlisting the support of my passionate business partner, as well as a process-excellence colleague, to drive a follow-up session to more granularly identify the biggest message opportunities across the business. Nudge No. 3 was leading two messag-

ing workshops with the health care professional marketing team. This group was the “lowest-hanging fruit” due to their motivation to strengthen their plan of action for the upcoming early-2012 sales cycle.

The second professional marketing messaging workshop was a focused, two-and-a-half-hour session that kicked off with a quick share-out of key takeaways from this and other messaging studies. We then dove right in and rolled up our sleeves. We

## Keys to success of the strategic messaging study at LifeScan

- Identifying a big need across marketing
- Bringing together key stakeholders
- Finding a passionate partner to walk the journey with the insights manager and the organization
- Leaving no stone unturned for message ideas
- Choosing a research method that could reliably test a lot of messages
- Staying close to marketing and driving the process to implement actions





MedQuery

*difficult medical recruiting  
made easy...*

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

*MedQuery  
Chicago focus  
group facility*

Highest Rated  
Facility in Chicago  
Impulse Survey 2012

Contact  Today...

[RFP@medqueryinc.com](mailto:RFP@medqueryinc.com)

[www.medqueryinc.com](http://www.medqueryinc.com)

877.666.8863

# Clear Seas

RESEARCH  
*Making the complex clear*

[www.clearseasresearch.com](http://www.clearseasresearch.com)



CENTRAL LOCATION TESTING | EXECUTIVE INTERVIEWS | FOCUS GROUPS | SURVEYS

# TRUST IN RESEARCH

Strategic, full-service market research solutions focused on measuring...

- **BRAND POSITION**  
attitudes, awareness, usage, image
- **CUSTOMER EXPERIENCES**  
satisfaction, wants/needs, likelihood to recommend, loyalty/advocacy
- **MARKETING EFFECTIVENESS**  
target audience reach, message impact, ability to cause action
- **PRODUCT DEVELOPMENT**  
concept testing, product needs identification, nomenclature, pricing, marketing

To know what we know, please contact us  
at 248-786-1683 or [info@clearseasresearch.com](mailto:info@clearseasresearch.com)

## INDUSTRIES SERVED:

- BUILDING MATERIALS
- FOOD & BEVERAGE
- GAMING
- MANUFACTURING
- PACKAGING
- SECURITY



quirks.com/articles • ID 20140108

●●● online research

# Navigating the new data streams

Integrating customer experience management with marketing research

| By Rick Kieser

## snapshot

From natural language processing to machine learning, Rick Kieser gives an overview of various approaches to processing the many forms of customer feedback now available to companies and makes a case for a multi-modal approach.

Thanks to ever-expanding options for digital communication, customers now have countless ways to share their feedback with companies – and each other – with both positive and negative messages. Many customer-oriented businesses now have customer experience management or voice-of-the-customer platforms in place to manage this heavy inbound flow of communication.

In parallel, companies continue to solicit insights through traditional surveys, though some are now questioning this approach. The same advances in digital communication have spawned alternative knowledge providers who claim to be able to provide better insight from this raw material than old-style market research.

It is rare for these disciplines to be integrated or for market researchers to use the feedback obtained from these operational platforms as a primary source for insight generation. In this article I will argue why an integrated approach is a necessity. Without it,

# InterVu Webcam Focus Groups are Ideal for Hard to Reach Respondents

## Ideal for

Testing Visual Aids  
Evaluating Messages  
Testing Creative Concepts  
Understanding Segments



+1 800 433 8128 [US]  
+44 1892 556 597 [EMEA]  
+65 6818 9015 [ASIA]

info@focusvision.com  
www.focusvision.com

market research as we know it will be marginalized. I will also attempt to show how recent advancements in processing unstructured text can put this strategy well within the reach of market researchers.

### Virtually no difference

Customer experience is increasingly the only meaningful differentiator for the consumer. Rigorous attention to product design and quality assurance today means there is virtually no difference in the quality or effectiveness between the brands found in most product sectors. The speed and transparency of the online marketplace means consumer decisions today – even about offline purchases – are all about price, past experience and reputation, judged from others’ experiences.

Can we put a value on the importance of reputation? According to one survey, more than \$83 billion in business is lost each year due to poor customer experiences<sup>1</sup>. In this dynamic and rapidly changing environment, marketers must constantly reexamine how to understand and engage customers, re-prioritize channels and maintain a consistent customer experience across all channels, while optimizing their marketing spend.

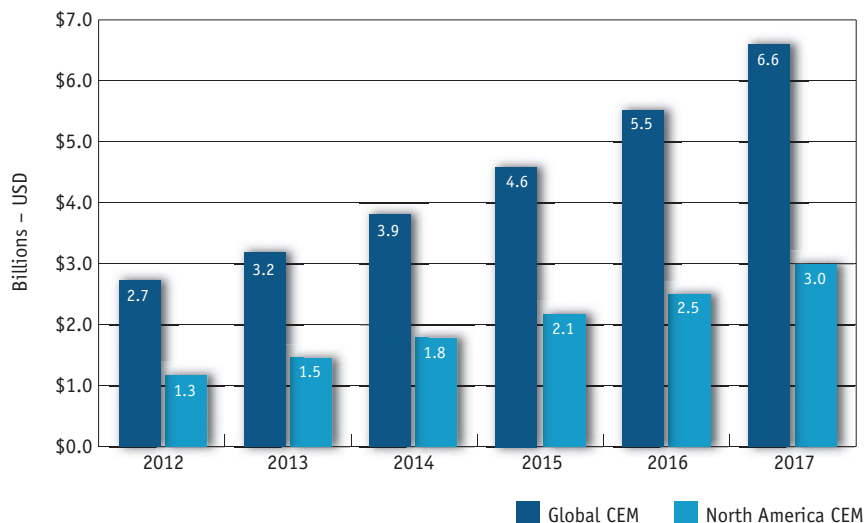
Each initiative can only be achieved with reliable data used to generate high-quality insight with which to drive decision-making. In the past, market research was often the only viable means to gather and process this information. Today, there is usually an abundance of data on every different aspect of the customer experience and it can often be integrated easily. Now it is the market research data that can appear out of touch and disconnected with business.

The customer experience management and voice-of-the-customer (VOC)<sup>2</sup> industries were born approximately 20 years ago and although originally distinct, today the terms seem largely synonymous. Both focus on using automated processes to track, monitor and organize every interaction between a customer and the organization throughout the customer life cycle.

In parallel, enterprise feedback management (EFM) is a term coined by research technology providers to describe survey-based feedback solici-

Figure 1

## Customer Experience Management (CEM) Market



tion. An EFM interaction is usually triggered by a customer touchpoint, which makes it a convenient data source for many VOC initiatives. But some VOC initiatives do not depend on surveys and capture their data elsewhere.

The CEM industry has been growing nearly 20 percent annually and the market is projected to nearly triple between 2012 and 2017 (Figure 1) to more than \$6.8 billion<sup>3</sup>. This is in contrast to market research, which stands at \$39 billion of revenue worldwide, and inflation-adjusted growth of 0.7 percent achieved in 2012<sup>4</sup>.

I see three principal driving forces behind the growth of the CEM industry:

1. Enterprises have become more customer-centric, realizing the closer they are to meeting their customers’ expectations, the better chance they have of succeeding.
2. Companies tend to understand that acquiring a new customer costs more than keeping an existing one (one source states up to five times as much<sup>5</sup>).
3. Technology now makes it easy to track customer interactions across a wide range of customer touchpoints and generate insight from this.

This growth has resulted in a tsunami of customer feedback, which must be transformed into insight if companies intend to use it. It is the new raw commodity in every business: Processed and applied in the right way, data holds tremendous value. But with no effort

made to generate insight from it, this data simply accumulates without contributing to the company’s progress.

### Do not control

The old paradigm for customer feedback in both market research and EFM relied on survey-based interventions, directed and regulated by the company. Initially, the rise of digital communications simply added more channels to the solicited model, with the advent of online surveys and communities (MROCs). But now, with rise of social media, consumers have become voluble through channels that marketers do not control. For example, customers share their experiences with the world through the likes of Facebook, Twitter, review sites like TripAdvisor and personal blogs, without even being asked.

This abundant unsolicited feedback challenges traditional market research approaches, with their controlled samples and carefully constructed questions. This creates a new competitive environment based on advanced analytic technologies to analyze these vast amounts of unstructured numeric and textual data. It has encouraged new entrants, in the guise of data providers and knowledge-management companies, who are very different in their approach from research companies.

It is not only this reversal of flow in insight gathering that is difficult; coping with the volume of data and its highly unstructured nature is one of the greatest challenges of big data. Only technology can manage this

massive inflow of data. And because so much of the content is raw text sitting alongside numeric data, we must use tools that can interpret both subjective and objective variables – both text and “hard” data.

### A taxonomy of text insight technologies

Just as CEM software has reached a level of maturity, so too has software for text analytics, mostly based on an underlying set of techniques termed natural language processing (NLP). The predominance of this method in commercial software risks overshadowing two complementary text processing methods, which are equally relevant and in some instances are more appropriate in handling very large volumes of feedback data.

**Natural language processing.** The technology behind NLP or text analytics uses lexicons or dictionaries alongside a series of deterministic rules to bring together responses that appear to share similar content, to identify topics or to identify sentiment such as positivity or negativity. NLP is particularly well-

suited to discovery of meaning or sentiment in large data sets, when used as a query or interrogation tool, as well as in developing analytical frameworks – an approach some describe as text mining.

To achieve acceptable levels of accuracy, highly-skilled human input is required to interpret what is discovered and to refine the process of topic and sentiment extraction by writing additional rules. This tuning process is time-consuming and expensive and is often overlooked when selecting this method.

**Machine learning.** A viable alternative to NLP is machine learning, an artificial-intelligence approach that learns how to categorize and interpret text automatically from a sample of training examples that have been coded manually. As more examples are subsequently provided, including any that arise from quality-control checks, overall accuracy improves.

Machine learning is especially well suited to large-scale repetitive tasks and can run as an automated process, once trained, with minimal intervention. Because a training set is required

(typically 20 examples for each topic or category), the initial investment of effort lends itself to larger-scale or continuous projects; however, once operational, unlike NLP, it does not demand expensive interpretive or technical input on an ongoing basis, often making it a lower-cost automated solution when compared to NLP.

**Semi-automated or computer-assisted coding.** Auto-assisted methods organize the work intelligently and optimize human decision-making in classifying customer comments by using powerful searches, fuzzy matching within an overall organizing structure. Arguably, this approach can yield the most accurate results but it does not scale well. The effort increases in line with the volume of work and the management burden increases exponentially. Beyond low volumes, this approach carries a high cost premium compared to other methods.

If a company is analyzing the same type of customer feedback from a single source, one technology may be all that is needed. However, in today’s diverse and data-rich environment, that is

WELCOME TO THE AGE OF MOBILE QUALITATIVE...

**mobile:** [ moh-buhl ] adjective

1. capable of moving or being moved readily
2. flowing freely, as a liquid

Your respondents are on the go.  
Now you can be too.

20|20

### QualBoard® Mobile™

Combine the power of the full-featured QualBoard® bulletin board system with the accessibility of mobile. Around the corner or around the world, you can conduct in-depth qualitative research anytime, anywhere. Now available in over 20 languages and in iOS and Android. **Your respondents are on the go. Now you can, too.**

### LifeNotes™

Digital ethnographies have never been easier or more powerful. LifeNotes™ allows respondents to complete assignments by uploading pictures, video and comments. Includes geo-tagging and voice dictation. Interact for a day or a year, LifeNotes™ gives you the tools you need to understand your market.

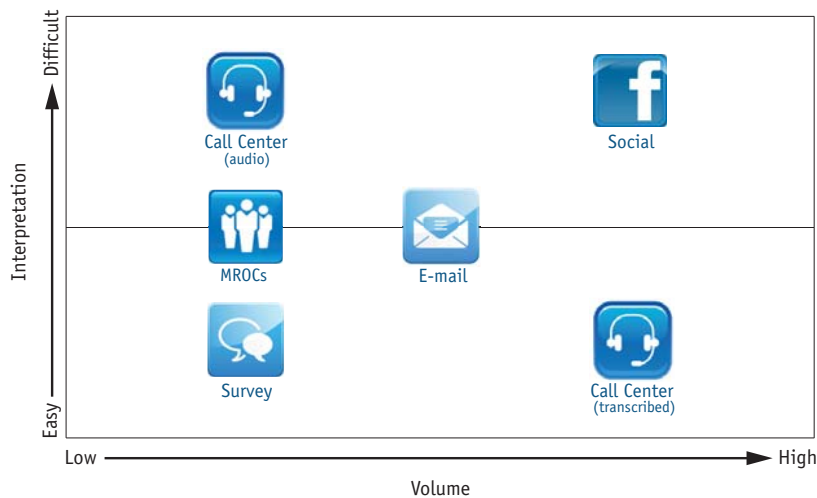
### Helping you do better research.

Combining research innovation with 25 years of research experience, 20|20 is a global leader in online qualitative research. Our products are used by 1000s of researchers in over 90 countries in over 20 languages. We are here to serve you. **How can we help you?**

20|20 Research, Inc. | www.2020research.com | 1.877.737.2020 | mobile@2020research.com

Figure 2

## Channel Feedback Characteristics



rarely the case. Much of the challenge in handling multiple channels of feedback, both solicited and unsolicited, is in the diversity of their characteristics. An appropriate analogy is the bicycle. If the road to be traveled is flat and straight, a single-speed bike will be fine. However, in more varied terrain, a multi-speed bike will make the trip easier, faster and more efficient.

For example, a transcribed phone call will exhibit very different use of language compared to a Facebook update, as will comments in a customer survey differ from comments made on a hotel review site. Comments on Twitter are entirely different again, with their cryptic content and embedded cross-references. Each type of language demands a different kind of solution. In my experience, even large enterprises can struggle to find an effective solution, because there is a common misconception that a single technology (often assumed to be NLP) can apply to all situations.

### Five considerations

To optimize customer insight there are five considerations that need to be balanced in any effective VOC or CEM program, namely: the program objectives; feedback channel types; insight technologies deployed; cost constraints; and volume of responses. Since all of these go beyond the scope of this article, I will focus on the main consideration. A combination of technologies is needed

to facilitate effective feedback management across all channels. To understand which, you must know your channels as well as your text-insight technologies and then match those channels to the best combination of technologies.

Any enterprise is likely to have a wide range of feedback channels. Each, as described here, has very different characteristics and presents its own challenges from an analysis perspective.

**Social media comments** can exist in very high volumes but can be difficult to interpret, as they are often extremely context-specific, cryptic, jargon-riddled and even ironic. Nevertheless, social media is a source of insight that can help companies react quickly to events or new situations and reveal weak or emerging trends.

**Survey data**, on the other hand, is much easier to interpret, since questions are predetermined and answers are more focused. The high cost in obtaining survey data usually means the volume of data is low, so weak or emergent trends may be entirely absent from the data collected.

**Call-center transcripts** can offer a high volume of responses and are relatively easy to interpret, since they are intermediated, and may have been summarized by the call-center operator. Call-center audio, in comparison, can be harder to interpret and usually requires transcription first, making it a lot less accessible.

**Market research online communi-**

**ties data** is often largely text-based but relatively low in volume. Although it can superficially appear social media-like in its format, it is much easier to interpret because contributions are carefully considered by the contributor and tend to be focused and context-specific.

**Inbound e-mail**, in many ways, sits at the center of these channels in terms of its form and structure. Customer service e-mails can be highly structured, with a series of questions and answers not dissimilar to a survey, executed as an extended e-mail conversation.

In searching for the right tools and methods to apply to each channel, it is essential to understand the characteristics of the available channels within any specific enterprise. The two most relevant variables are the volume of data and the difficulty of interpreting the channel. Analyzing these will reveal important differences in the scale of the task to be undertaken. A generalized visual representation of this appears in Figure 2.

### Match the technology to the feedback type

The final step is to match the best technology to the feedback type. Figure 3 shows the optimum reach, in terms of cost-effectiveness, for each of the three different technological approaches with regard to the same two variables: volume and difficulty of interpretation.

NLP can handle high volumes but because it is a mining tool more than an interpretive tool, it is better at providing fast directional feedback. It is less amenable to tuning to particular contexts and so it is less effective where there is a mix of channels that are more difficult to interpret.

Machine learning works best when handling a high volume of text, as the marginal cost of adding more work is negligible. Because it is trained using context-specific examples, it is capable of interpreting difficult-to-recognize concepts or emotions once it has an effective set of training examples.

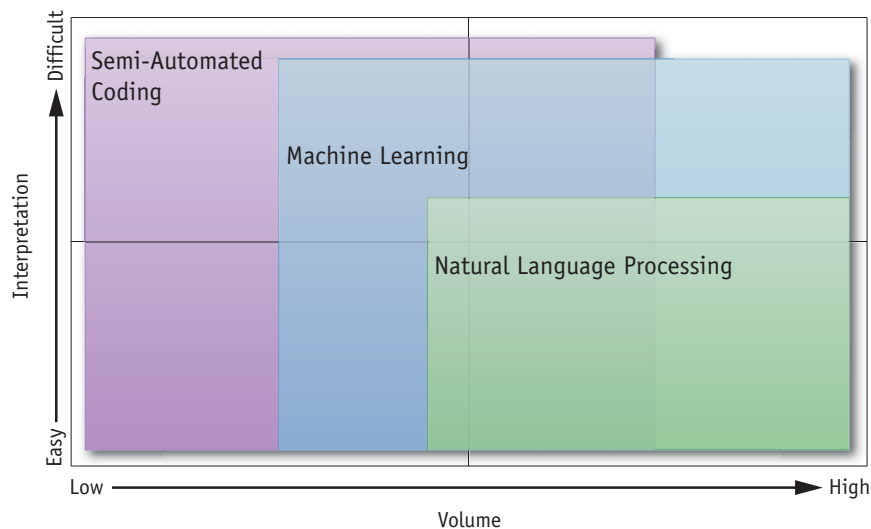
Both automated methods require effort in applying them to a new channel, either in adjusting the rules or dictionaries for NLP or in training and validating for machine learning.

Semi-automated methods are well suited to channels where the content is difficult to interpret because humans



Figure 3

## Technology Strengths



are involved in determining meaning. Further, they do not have the same start-up threshold to cross as automated methods, making them cost-effective for low volumes. But, because little economy of scale is possible for high volumes, semi-automated methods tend to price themselves out of the equation for high-volume channels.

It may be possible to find an optimum solution if you are working with only a single channel. However, with three or four different channels, you certainly need more than a one-speed bike to cover the terrain (to return to my earlier metaphor). This is not an inherent weakness of automated text processing; rather, judiciously combining methods actually builds a more robust and more cost-effective solution that plays to the sweet-spots of each technology involved.

In practice, this means you can optimize not only time and quality but also reduce cost by concentrating human intervention within a few small areas where its value can be amplified – such as highly targeted quality control or having analysts interpret automated text-mining reports.

### Do not settle

Set against the backdrop of different – and often disjointed – customer insight initiatives and customer feedback channels, companies can now start to build highly effective technological solutions to integrate feedback, provided they fully

evaluate their internal needs and do not settle for suboptimal technological solutions. The technology now exists to facilitate transforming disparate feedback channels – both solicited and unsolicited – into timely, actionable insights. While some investment is inevitably required, the results can be extraordinarily valuable and a full payback should be expected within a single fiscal cycle.

According to the Harvard Business School, increasing customer retention rates by as little as five percentage points has been shown to increase profits by between 25 and 95 percent<sup>6</sup>. The

investment in the technologies I have discussed here are likely to be a small fraction of one percent of revenues.

The good news is that the best is yet to come. The technology continues to improve. Companies now have a choice of effective tools they can use in combination to manage their incoming flow of customer feedback. Market researchers have an even richer source of data available to them to complement survey data and more conventional hard number big data feeds. In a few years, I am sure we will look back on today and be surprised that we only managed to unlock a fraction of the potential insights waiting to be discovered. 

### REFERENCES

- <sup>1</sup> The State of Marketing 2013, IBM's Global Survey of Marketers (2010-11 Research Study by Datamonitor/Ovum).
- <sup>2</sup> "VOC" term was first used in 1993 within a paper written for *Marketing Science*, authored by Abbie Griffin and John Hauser. (University of Chicago and Massachusetts Institute of Technology).
- <sup>3</sup> Customer Experience Management & Voice of the Customer Analytics Market Size and Forecasts (2012-2017), by MarketandMarkets, 12/2012.
- <sup>4</sup> ESOMAR Global Market Research Report 2013.
- <sup>5</sup> Confront Community Conference, keynote address by Henning Hansen, CEO, Las Vegas, 2013.
- <sup>6</sup> "The economics of e-loyalty," Frederick F. Reichheld and Phil Schefter, *The Harvard Business Review*.

Rick Kieser CEO of Ascribe, a Cincinnati software firm. He can be reached at 513-241-9112 ext. 14 or at rick.kieser@goascribe.com.

## Focus Groups of Cleveland

### Established in 1962

**Three Large Suites Multi-Purpose Rooms  
Newly Remodeled 6,000 sq. ft. Facility  
Featured on CBS Early Morning Show  
Litigation Research, Medical, Consumer,  
Product Placement, Taste Tests,  
Pre-Recruits, Videoconferencing, On-Site  
Excellent Recruiting – Project Management**

***We are the only centrally located facility serving all parts of greater Cleveland/Akron & vicinity***

**Call: 216-901-8075**

**[www.focusgroupsofcleveland.com](http://www.focusgroupsofcleveland.com)**

●●● online research

# What works and what doesn't

Using contingent concept analysis to design  
clear and intuitive user interfaces

| By Jerry Cole



## snapshot

This article uses a case study of a technical Web site to explore the use of one method of developing effective menus for program features and Web site content.

Most intelligent devices, software programs and Web sites rely on multilevel menus of functions, content and settings as a central element of the user interface. The perceived simplicity of the menu structure, and the ease of interpretation of the menu's choices, directly affects both usability and ratings of user experience.

Designing an effective menu is a challenge. A shrewdly designed menu will capture the full range of functions, content and options with a minimum number of intuitively-grasped words or short phrases. The design team faces a demanding trade-off between economy and clarity.

At the top level of the navigation scheme, the designers need a small set of words or short phrases that, as a group, span the universe of functions or content the user will encounter. Each of the main headings should succinctly describe both the variety and the boundaries of the functions and content the user is likely to discover at the next, lower, level. Extending the process, the subtopic headings should nest comfortably within the array of functions or subject matter implied by their main heading while maintaining a readily perceived thematic relationship with each other.

A set of self-explanatory, topically-comprehensive and mutually-exclusive headings and sub-headings will substantially improve both navigation and the user's experience with the device, the program or the Web site. But getting there may require some experimentation.

### Four essential qualities

The technique of contingent concept analysis was developed to visually demonstrate four essential qualities of a proposed function or content classification system:

- Whether the top-level headings are perceived as distinctive and mutually-exclusive.
- Whether the list of proposed top-level headings is sufficient to capture and categorize the full array of proposed subtopic headings.
- How well each top-level heading in the content hierarchy effectively communicates the array of subtopics it is intended to define and subsume.



quirks.com/articles • ID 20140109

2,338,074,241

Customer Comments Coded...and Counting

## Transforming hundreds of millions of verbatim comments into meaningful insights each year.

The Ascribe Intelligence™ suite provides market research professionals with meaningful insights from verbatim customer comments.

We help hundreds of clients worldwide - including 60% of the Honomichi Top 50 - interpret customer feedback regardless of media or language. Ascribe's suite can extract concepts and sentiment automatically as well as categorize comments quickly, accurately and cost effectively.

Whether you need an easy to use text analytics solution, machine learning automation or semi-automated coding, find out how the Ascribe Intelligence™ suite can bring meaningful insights to you.



## Research Company Spotlight - Web Site Evaluation

Below is a list of firms from our Researcher SourceBook™ specializing in Web site evaluation.

### Adelman Research Group

800-507-7969  
www.adelmanresearchgroup.com

### Ameritest/CY Research

505-856-0763  
www.ameritest.net

### AnswerLab

646-553-5500  
www.answerlab.com

### AnswerLab

415-814-9910  
www.answerlab.com

### Anthro-Tech, Inc.

360-584-9151  
www.anthro-tech.com

### Blackstone Group

312-419-0400  
www.bggglobal.com

### ChildResearch.com

203-315-3280  
touchstoneresearch.com/child\_research

### Clearworks

888-769-3807  
www.clearworks.net

### Consumer Evaluation & Insights

408-835-9353

### Diedrich RPM

952-373-0805  
www.diedrichrpm.com

### eVOC Insights, LLC

415-445-4677  
www.evocinsights.com

### EyeTracking, Inc.

619-265-1840  
www.eyetracking.com

### First Insights

212-926-3700  
www.firstinsights.com

### Fleischman Field Research

800-277-3200  
www.ffrsf.com

### Forte Research Group

917-677-9705  
www.forteresearchgroup.com

### GutCheck

877-990-8111  
http://gutcheckit.com

### HCD Research, Inc.

908-788-9393  
www.hcdi.net

### Insights in Marketing

847-512-9840  
www.insightsinmarketing.com

### Just The Facts, Inc.

847-506-0033  
www.jtfacts.com

### Kinzey & Day Qualitative Market Research

804-339-2748  
www.kinzeyandday.com

### Leflein Associates, Inc.

973-728-8877  
www.leflein.com

### Murphy Marketing Research/TrendTown

262-236-0194  
www.murphymarketing.com

### Olson Research Group, Inc. » SEE AD p. 23

267-487-5500  
www.olsonresearchgroup.com

### OnCue Research

800-822-1222  
www.oncueresearch.com

### PhaseOne

310-242-9779  
www.phaseone.net

### Precision Experience Lab

877-332-9222  
www.precisiondialogue.com

### StrataMark Dynamic Solutions

513-338-1124  
www.stratamarkds.com

### Toluna

203-834-8585  
www.toluna-group.com

### TouchstoneResearch.com

203-315-3280  
www.TouchstoneResearch.com

### Usability Sciences Corporation

800-822-1222  
www.usabilitysciences.com

### Video Chat Network

814-722-8385  
http://videochatnetwork.net

• The relative ease with which users of the system can accurately anticipate where in the content hierarchy specific subtopics are most likely to be found.

As a method for evaluating function and content descriptors, the research technique was designed as a method for the analysis of two sets of nominally-scaled variables. In the example presented below, the nominal variables in question are the main headings and associated subtopic headings used in the early versions of a technically-focused Web site. (Other applications are possible and are discussed at the end of this article.)

The research process employs a sorting task for data collection, complemented by a data-mapping technique that visually summarizes the implicit relationships between elements in the navigation (or content classification) scheme.

### Card-sort process

Contingent concept analysis employs a card-sort process to reveal the user's perception of conceptual relationships between function or content descriptors in

a two-level hierarchy – in this instance, the main headings and the subtopic headings used for a Web site navigation scheme. Individual subjects – or two-person teams – are given two decks of cards.

The first deck contains the list of proposed top-level function or content descriptors (navigation headings), one heading or topic area per card. The second, much larger, deck is comprised of the full list of proposed second-level topic descriptors (navigation subheadings), one subtopic, or content descriptor, per card.

After arranging the top-level content descriptors (main headings) across the work space, participants are asked to place each of the subtopic cards under the main heading they feel is “closest to” or is “most likely to capture” the full meaning of that specific subtopic.

Once the sorting process is finished, each respondent's (or each team's) sort pattern is checked for accuracy and then reviewed with the interviewer. Once the respondents are satisfied with their sort results, the placement of each subheading is recorded. Ties – the conclusion that a subheading reasonably could be placed under two or more headings – are

permitted. Similarly, if respondents conclude that a subheading doesn't fit anywhere within the main classification scheme, they are permitted to designate an “other” category.

Depending on the project configuration, the sort process can be executed as part of an individual (or couple's) interview or as a specific task embedded within the discussion guide of a focus group. As with any qualitative exercise, the process should be repeated until consistent results are being observed. (We have found that approximately 15 to 20 repetitions per homogeneous subgroup are generally sufficient to determine a stable solution.)

The sorting task is easily explained, engaging for participants and quite revealing.

### Arrayed as a matrix

The results of the sort process can be arrayed as a matrix indicating the number of times each subheading is placed underneath a specific main heading. These raw counts, in turn, can be recast as a matrix of contingent probabilities, indicating the likelihood that any subtopic will be

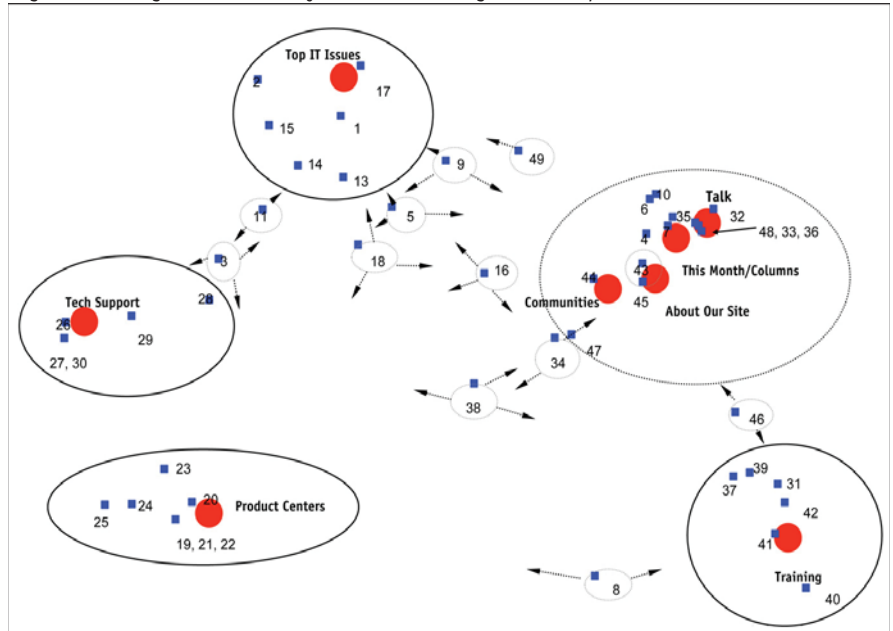
assigned to a specific main heading by the members of the target group – given the list of main headings available and the number of subheadings in play.

Finally, the likelihood matrix can be analyzed with a mapping technique, such as correspondence analysis<sup>1</sup>, to depict the target group’s mental configuration of main headings and their contingent subtopics. Essentially, the analysis generates a graphic representation of “what goes with what” – a mental map of how members of the target group perceive and configure the concept space under study.

### Case study: navigation aids for a technical Web site

During the late 1990s a leading software firm had moved all of its technical support documentation online for easier access. After doing so, however, the site’s development team discovered that the members of its principal audience – IT professionals – were having difficulty finding the articles they were seeking. In other words, a Web site developed by tech-savvy professionals for use by other tech-savvy professionals was encountering significant usability issues. The site’s navigation scheme was

Figure 1: Contingent Content Analysis of Main Headings and Subtopics



identified as one of the principal factors contributing to poor ratings of usability and overall user experience.

We were invited by the site’s development team to help review and refine both the home page layout and the principal navigation schemes used within the site. We interviewed IT professionals in several locations as part of a multistage

program to revamp the site. During the interview process we employed contingent content analysis to help the site development team assess the effectiveness of their navigation tools. The results of the card sort and mapping analysis are presented in Figure 1.

At this early stage in the site’s development process, the naviga-



**QUALITATIVE DEPTH +  
QUANTITATIVE CONFIDENCE**  
in a single phase of research.

Quester quickly conducts one-on-one online interviews with large sample sizes. For you, that means providing actionable recommendations more quickly and with more confidence than ever before. To learn about our state-of-the-art moderating technology and language analytics, email us at [info@quester.com](mailto:info@quester.com).

Connect with us at [www.quester.com](http://www.quester.com) or through social media!   

tion scheme employed eight top-level content headings (top IT issues, tech support, product centers, etc., represented by red circles in Figure 1) and 49 subheadings intended to identify more tightly-focused topic areas (represented by the numbered blue squares).

The correspondence analysis plot indicates that for four of the eight main headings – top IT issues, tech support, product centers and training – were seen as well-defined by the site’s intended users: each of these four main headings occupies a unique space in the content map and maintains a reasonably tight clustering of specific subtopics. In other words, the research participants readily grasped the intended content category represented by these four main headings, found them to be distinctive and were able to consistently sort specific groups of subtopics (the numbered blue squares) under each one of them.

This happy outcome contrasts sharply with results for the other four main headings: talk, communities, about our site and this month/columns. Instead of occupying unique spaces in the site users’ map of the content space, these main headings are clustered together, indicating that the research participants found them to be conceptually vague or difficult to distinguish. In addition, the subtopics (numbered blue squares) found within this broad grouping are arrayed as an elongated cloud spanning all four main headings – indicating that there was very little discrimination in the way they were assigned. In summary, these four main headings were neither distinctive in terms of their intended meaning nor clear in terms of the content they are supposed to introduce. As navigation headings they offered little guidance to a site visitor attempting to refine a search.

Lastly, in the center of the plot, one finds a scattering of subtopics that appear orphaned – not clearly or consistently assigned to any of the main topic headings that were used in this exercise. Research participants sorted these subheadings with almost equal probability into three of the main topic headings (indicated by the arrows) – or dropped them in the “other” category – with the result that they are left floating in a middle zone of the map that lacks clear conceptual definition.

This undifferentiated cloud of subtopics calls for two – possibly three

– revisions to the content classification hierarchy. First, the list of main headings used in this exercise needs to be expanded and clarified to better capture the full range of conceptually distinct subtopics. Secondly, some of the orphaned subtopic headings may require revision: the words or phrases used to designate their intended content may be unclear or ambiguous in their interpretation, hampering any attempt to place them confidently within a hierarchical classification scheme.

The third possibility would be to consider whether some of these subheadings may, in fact, fit conceptually under more than one main heading. A meta-goal for the design of a hierarchical classification scheme is to specify a minimal number of headings and subheadings that are mutually exclusive with reference to each other and exhaustive in their combined coverage of the content in question. However, if the site’s content or the program’s functions are more readily described by a cross-classification scheme involving multiple descriptors, then subtopic headings might naturally occur in multiple positions within the classification scheme. Examples might include clothing items, books, parts or help functions, to name a few. If the design objective is to facilitate discovery through cross-classification, the correspondence analysis map will indicate the set of main headings that best telegraph the content or functions described by any specific subheading.\*

The Web site’s home page and navigation scheme were substantially revised after our initial project: this list of main headings was revised and expanded; the subheading classifications were substantially revised. A second round of research and a consequent revision followed approximately one year later. Feedback on usability and the overall user experience improved markedly after each revision.

### Other applications

As noted in an earlier section of this discussion, contingent content analysis was designed as a technique for the analysis of two sets of nominally-scaled variables. The example presented above focuses on a set of hierarchically structured keywords and phrases used for navigation; other applications, however, are clearly possible.

Unlike a rating task for similarity or proximity, the sorting process employed here forces respondents to make concrete,

either/or judgments about the relationships between complex concepts and potential concept descriptors: “Either this descriptor fits comfortably under this heading or it fits more comfortably under one of these other headings,” etc. Making judgments about “closeness” or “distance” between specific descriptors and a set of multifaceted concepts is a powerful form of projective technique that can be used for a broad array of research purposes.

Examples of top-level concepts that might be illuminated through this approach include brand names, political candidates and vacation destinations – to name but a few. Potential descriptors could be as varied as performance attributes, personality characteristics, policy preferences, emotions, desires or need states – depending on the category being explored. For example:

- Which brands (multifaceted concepts) “own” specific performance attributes, benefit profiles or personality characteristics (specific descriptors)?
- Which policy positions, personality characteristics or voter groups (specific descriptors) are most closely associated with which candidates (top-level options)?
- As a purely projective technique, which feelings, desires, needs or visual images (specific descriptors) are most closely associated with: specific competitive brand logos; images or names of alternative vacation destinations; or well-known universities or area hospitals.

In each of these hypothetical examples, the well-structured sorting task, combined with an appropriate data mapping technique, such as correspondence analysis, will produce a visual summary of the structure and relationships embedded in the target group’s conceptual model of the market segment or the topic area in question. <sup>1</sup>

### NOTES

<sup>1</sup> A brief overview of correspondence analysis can be found here: [http://en.wikipedia.org/wiki/correspondence\\_analysis](http://en.wikipedia.org/wiki/correspondence_analysis)

\*My thanks to Natalie Haynes of Gap Inc., for emphasizing the importance of this third option.

Jerry Cole is managing director at the StarPoint Consulting Group, a Chicago research and consulting firm. He can be reached at 773-342-5660 or at [jcole@starpointgroup.com](mailto:jcole@starpointgroup.com).

## Research Company Spotlight - Usability Testing

Below is a list of firms from our Researcher SourceBook<sup>®</sup> specializing in usability testing.

### Adelman Research Group

800-507-7969  
www.adelmanresearchgroup.com

### Adler Weiner Research Chicago, Inc.

312-944-2555  
www.awres.com

### Adler Weiner Research Lincolnwood, Inc.

847-675-5011  
www.awres.com

### Adler Weiner Research Los Angeles, Inc.

310-440-2330  
www.awr-la.com

### Adler Weiner Research Orange County, Inc.

949-870-4200  
www.awr-oc.com

### Amplify Research Partners, LLC

925-236-9700  
www.amplifyresearch.com

### AnswerLab

415-814-9910  
www.answerlab.com

### AnswerLab

646-553-5500  
www.answerlab.com

### Anthro-Tech, Inc.

360-584-9151  
www.anthro-tech.com

### Ascendancy Research

952-544-6334  
www.ascendresearch.com

### Axen Research

323-913-2936  
www.axenresearch.com

### Beta Research Corporation

516-935-3800  
www.BetaResearch.com

### C+R Research Services, Inc.

312-828-9200  
www.crrresearch.com

### Clearworks

888-769-3807  
www.clearworks.net

### Consumed Research

» SEE AD Inside Front Page  
A Schlesinger Associates Company  
33-153-338380  
www.consumedresearch.com

### Customer Lifecycle, LLC

630-412-8989  
www.customerlifecycle.us

### eVOC Insights, LLC

415-445-4677  
www.evocinsights.com

### EyeTracking, Inc.

619-265-1840  
www.eyetracking.com

### Field Dynamics Marketing Research

818-783-2502  
www.fielddynamics.com

### First Insights

212-926-3700  
www.firstinsights.com

### Fleischman Field Research

800-277-3200  
www.ffrsf.com

### Focus Suites of New York

212-867-7373  
www.focussuites.com

### Focus Suites of Philadelphia

610-667-1110  
www.focussuites.com

### FOCUSCOPE, Inc.

708-386-5086  
www.focuscope.com

### Group Dynamics in Focus, Inc.

866-221-2038  
www.groupdynamics.com

### Horizon InFocus

502-992-5091  
www.horizoninfocus.com

### Hub Entertainment Research

603-661-0068  
www.hubresearchllc.com

### Insights in Marketing

847-512-9840  
www.insightsinmarketing.com

### Intact Qualitative Research

415-400-5945  
www.intactqualitativeresearch.com

### Interactive Video Productions, LLC

732-970-9446  
www.interactivevideo.com

### Just The Facts, Inc.

847-506-0033  
www.jtfacts.com

### Interaction Experience

514-502-5862  
www.interactionexperience.ca

### L & E Research

877-344-1774  
www.lerresearch.com

### Leede Research

612-314-4402  
www.leede.com

### Leflein Associates, Inc.

973-728-8877  
www.leflein.com

### Lextant

614-228-9711  
www.lextant.com

### LW Research Group

818-501-4794  
www.lwresearchgroup.com

### Mars Research

954-654-7888  
www.marsresearch.com

### MFORCE Research

773-525-3385  
www.mforceresearch.com

### Murphy Marketing Research/TrendTown

262-236-0194  
www.murphymarketing.com

### New Leaf Research

215-497-4974  
www.newleferesearch.com

### NewMR

749-5926-8546  
www.newmr.ru/en/

### Nichols Research - San Francisco

415-986-0500  
www.nicholsresearch.com

### Nichols Research - San Jose/Silicon Valley

408-773-8200  
www.nicholsresearch.com

### On Point Strategies

515-314-6568  
www.on-pointstrategies.com

### Passerelles

» SEE AD Inside Front Page  
A Schlesinger Associate Company  
33-1-47-70-60-80  
www.passerelles.fr

### Precision Experience Lab

877-332-9222  
www.precisiondialogue.com

### Reckner: Milwaukee, WI

414-768-6040  
www.reckner.com

### Reckner: Mt. Laurel, NJ

856-235-3345  
www.reckner.com

### Reckner: Philadelphia, PA

215-981-0120  
www.reckner.com

### Reckner: White Plains, NY

914-696-5150  
www.reckner.com

### The Research House

» SEE AD Inside Front Page  
A Schlesinger Associates Company  
44-20-7935-4979  
www.schlesingerassociates.com

### The Research

House, Wimbledon » SEE AD Inside Front Page  
A Schlesinger Associates Company  
44-20-8971-1250  
www.research-housesw.co.uk

### Shugoll Research

301-656-0310  
www.ShugollResearch.com

### SIS International Research, Inc.

212-505-6805  
www.sismarketresearch.com

### Studiocode Business Group

805-482-9746  
www.studiocodegroup.com

### SurveyService

800-507-7969  
www.surveyservice.com

### Television City Research Lab

702-891-5753  
www.tvcityresearch.com

### 3Q GLOBAL

855-799-0003  
www.3Q-Global.com

### Toluna

203-834-8585  
www.toluna-group.com

### 20|20 Research - Charlotte

» SEE AD P. 39  
704-494-7873  
www.2020research.com

### 20|20 Research - Miami

» SEE AD P. 39  
866-960-8269  
www.2020research.com

### Usability Sciences Corporation

800-822-1222  
www.usabilitysciences.com

### User Insight

770-391-1099  
www.uifacilities.com

### Ypulse, Inc.

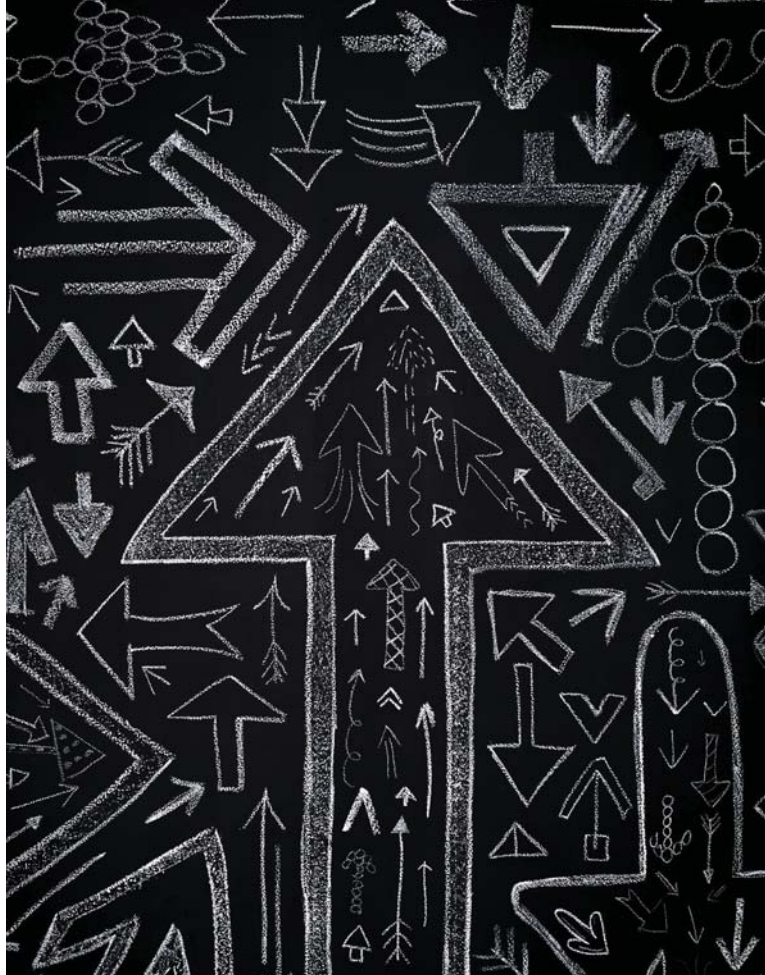
888-292-8855  
www.ypulse.com

●●● marketing mix modeling

# Mixed signals

Why marketing mix modeling is more than just a 'black box'

| By Nancy Smith



## snapshot

The author tackles and debunks seven myths about marketing mix modeling and explores the factors that have generated so much conversation about the methodology.

Right now, marketers are experiencing a perfect storm of new, digital media channels, the buildup of large volumes of transactional and sales data (aka big data) and increasing competitive pressures in the marketplace. In this ever-changing business environment, marketers are increasingly being challenged to apply deep insights and analysis to maximize the effectiveness of each marketing dollar spent. Through this trend toward increased accountability, marketing mix modeling has risen to the top as a methodology to allocate marketing dollars to achieve maximum marketing ROI.

The rise of big data has created additional pressure on marketers. They are being called on by their management teams to generate actionable insights from the vast libraries of transactional data that are being generated and collected daily. They are seeking tangible solutions to their big data challenges, and for many, marketing mix modeling offers a tried-and-tested solution.

So what is marketing mix modeling? Marketing mix modeling leverages advanced econometric modeling to help organizations understand the drivers of their business performance. These types of analyses take into account a wide variety of detailed and granular data to estimate the value that marketing and other business drivers deliver for a brand or organization. Marketing mix modeling is used to help companies improve their sales performance and marketing ROI and can be leveraged to run simulations, scenarios and forecasts for future business performance.

As one might expect, the newly intensified interest in marketing mix has motivated skeptics and the curious alike to express reservations and to ask hard questions. Outlined below are some of the misconceptions about marketing mix modeling we've heard over the last 13 years, as well as the facts to prove them wrong.

### Myth 1: Marketing mix is a black box

Because marketing mix modeling involves advanced statistical analysis of vast volumes of data, it can appear to be obscure process to non-practitioners. Some have accused marketing mix of being



[quirks.com/articles](http://quirks.com/articles) • ID 20140110



# Introducing Enhanced-Wireless™

- A new type of wireless sample.
- Target wireless individuals, not just geographic areas.
- Better demographic representation.
- Reduced data collection costs.



The new **Enhanced-Wireless™** sample from Scientific Telephone Samples (STS) provides researchers with the powerful ability to directly target cellular/wireless individuals and wireless only households. Based upon a very large database of known wireless phones, along with the corresponding names and addresses, this new type of wireless sample is an industry first. Results in the field show high hit-rates on ZIP code, excellent sample efficiency, and significantly increased production rates. **STS Enhanced-Wireless™** samples are also unique in that they can be targeted by demographics as well -- such as age, gender, ethnicity, and income.

A recent study conducted by a client shows that the **Enhanced-Wireless™** sample “provided better demographic representation and a greater incidence of respondents aged 25 and under.” **Enhanced-Wireless™** also dramatically improved hit-rates for geographic areas such as ZIP codes or counties, as compared to RDD Wireless sampling. Our client reported that “the greater efficiency of the **Enhanced-Wireless™** sample requires fewer records to be purchased and lower interviewing labor to reach respondents” - resulting in a 20% to 30% cost savings.

These types of positive results continue to pour in. Contact STS at (800)944-4-STTS to discuss how **Enhanced-Wireless™** can reduce your wireless data collection costs.

**Try STS Enhanced-Wireless™ and start being more efficient.  
Ask us how you can get 25% off your first order.**

**STS**  
SCIENTIFIC  
TELEPHONE  
SAMPLES

(800) 944-4-STTS • (949) 461-5400 • [www.stssamples.com](http://www.stssamples.com) • [info@stssamples.com](mailto:info@stssamples.com)

a black box, with inputs going in and results coming out with no transparency to the process. Without a clear understanding, how can one know if the model results are accurate?

Though it is certainly a complex methodology, marketing mix is not a black box. It is a proven analytic approach that incorporates science with business acumen to drive actionable insights. Marketing mix has been leveraged successfully for decades now in the hypercompetitive markets for consumer packaged goods. The core statistics and methodology behind marketing mix are the same tools used by the medical community to track disease rates and to test the efficacy of new medications.

The practitioners of marketing mix understand that the complexity of the models makes it all the more critical to drive transparency and understanding through training and knowledge-sharing with their clients. Organizations with the strongest and best approaches to analytics will provide clear outlines, milestones and model performance benchmarks to their key stakeholders.

Additionally, marketing mix is not a one-size-fits-all approach. Every business is unique and the data available to each business is different and of variable quality. Therefore, each engagement requires a customized approach to analyzing and modeling the data. The approach chosen is based on many factors, including the data available, type of industry, how many business lines are involved, competitive landscape, etc.

### **Myth 2: Marketing mix treats all impacts on business performance the same**

Some observers view marketing mix as a cookie-cutter approach, treating all sales effects the same without factoring in the intricacies of channels, campaigns, promotions, pricing and other unique factors.

In fact, best-in-class marketing mix models are customized to consider the unique factors and consumer response to each activity within the business. Consumers are constantly connected, and being exposed to different messages and offers, so a cookie-cutter approach does not work. Therefore, models are developed to account for each different marketing stimuli. The model can measure promotions, loss, media, search and display, etc., and take into account their

contributed influence on sales.

For example, while promotions typically impact sales immediately, there is a potentially negative longer-term effect on sales as consumers tend to stock up or purchase ahead of when they would have ordinarily. On the other hand, while media may not generate immediate sales boosts, it tends to impact sales positively in the longer term. A quality marketing mix methodology will isolate these effects and will assign quantifiable measures to these factors so that marketers can make informed strategic and tactical decisions about their marketing investments.

### **Myth 3: Marketing mix does not include complex digital channels, such as search**

While it is true that marketing mix was originally pioneered by CPG companies in a non-digital setting, the methodology has not remained static. Models have evolved and become more sophisticated in measuring interactions across all channels – paid, earned and owned. As the consumer becomes increasingly connected, marketing mix has expanded in scope to help understand all interactions, across all customer stages and objectives.

A recent evaluation of marketing mix practitioners has found that 87 percent of respondents include digital channels in their marketing mix models. Of course, the quality of digital analysis will vary by practitioner. However, this affirms that advanced analytic approaches are also evolving to include digital data (social, e-mail, search, display) and marketing mix is an appropriate tool to help marketers determine the right investments in new digital channels.

### **Myth 4: Marketing mix is biased to promotions and does not capture the true effects of advertising**

Some critics contend that marketing mix tends to overvalue the contribution and investments in promotions over other advertising and marketing efforts. The truth is that a quality marketing mix analysis will not have bias toward any particular activity. Instead, it holistically measures all impacts, accurately estimating each one's effect on performance.

While there is no marketing mix bias toward promotions, some businesses, especially CPG, tend to be drawn into a promotion-heavy strategy. When promotions are applied over the long term, it

is known as deep discounting. While these discounts may help the business and retailer in the short term, neither party flourishes in the end. A deep-discounting strategy conditions consumers to buy on deal, leading to a devaluation of the brand and the category and eroding margins for both the manufacturer and retailer.

Marketing mix is certainly not the cause of this situation but it can be a part of the solution. The models identify opportunities for the manufacturer and retailer. High-return promotional events can be prioritized in a way that does not erode margins in the longer term.

### **Myth 5: Marketing mix cannot attribute sales to a specific customer segment**

Some observers question whether marketing mix treats all consumers the same and therefore does not have the sophistication to inform marketing investments by consumer segment. While marketing mix has been a guide to help marketers plan future budgets, it is being leveraged more and more to monitor and predict behavior of customers and identify the best way firms can interact with specific customer segment groups.

Segmenting a marketing mix analysis to understand a specific customer group's behaviors allows for firms to customize experiences, make relevant offers and customize communication strategies, based on what the model uncovers about certain behaviors across different touchpoints.

Segmenting model results by customer segment can really help shape a marketing strategy. For example, within the hospitality sector, business and leisure travelers have a meaningfully different response to marketing, particularly for e-mail and TV. This learning was leveraged to shape strategies and budgets, particularly within key seasons of the year. This is a great example of where going deeper on the analysis provided actionable insights that supported budget planning and allocation across key customer segments.

### **Myth 6: Marketing mix lacks real-time value**

During this time of increased reliance and availability of real-time information, marketers are expected to be able to instantly identify and respond to events and the demands of their customers. Marketing mix modeling can deliver just

that: It provides real-time insights and a robust tool, allowing businesses to leverage the data to make decisions.

Business performance assessments in real-time can be leveraged to evaluate new campaigns, understand the impact of new competitors and assess pricing actions or changes in promotional strategy. Additionally, real-time insights allow for optimization of spending, such as determining the minimum budget to meet the business goals (e.g., specific share or sales objectives), increase profit given the same spending or reallocate for optimal spend given real world business constraints.

Real-time insights provided through marketing mix modeling enable marketers to review plans and forecasts with the latest results, correct changes in the course of business and integrate other research and learnings to fine-tune their plans.

Leading marketing mix practitioners will provide software tools that provide up-to-date information to allow marketing decisions to be made in real time. Furthermore, some practitioners provide simulation and forecasting tools such that marketers can simulate potential marketing actions in a virtual environ-

ment to leverage the model results in a forward-looking manner.

### **Myth 7: Marketing mix cannot tell you what you haven't done before**

Some observers express concern that marketing mix can only show you what has happened in the past and therefore cannot inform you about new activities that you may be contemplating. But marketing mix demonstrates its true value and best use in forecasting and forward planning by using information from the past to help predict the future and align business practices to accommodate and adapt to the evolving marketplace.


From my experience, when working with clients to apply modeling insights to their business, we actually spend significantly more time looking forward than backward. The models represent a great deal of knowledge about the business and, when combined with other research and business intelligence, we can support business planning and deliver robust forecasts.

With the growth of data available and ability to measure it, organizations can have more insight into the performance of their business lines and behavior of

customers, allowing them to leverage the rich data available to accurately predict future investments.

### **Holistic picture**

With the myths dispelled, what are we to conclude? Marketing mix modeling can paint a holistic picture of an organization's business efforts. Organizations seeking to improve the ROI of their marketing efforts are increasingly leveraging marketing mix to improve their results. The practice is evolving to meet the changing media channels, data sources and competitive challenges of our hyperconnected world.

Again, the increasing use of marketing mix has motivated critics to question the practice, which is healthy for the marketplace. No one should accept any marketing analytics on blind faith. The best practice in marketing mix involves a transparent approach and a willingness to invest the time and effort to educate clients on how the models function. 

Nancy Smith is CEO of Analytic Partners, New York. She can be reached at [nancy.smith@analyticpartners.com](mailto:nancy.smith@analyticpartners.com).

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

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

365 days a year. Since 1979.



**RRA**

**Restaurant Research Associates**

**A Leader in Foodservice Research**

714.368.1890 • [www.RestaurantResearchAssociates.com](http://www.RestaurantResearchAssociates.com)

●●● advertising research

# Adding a new wrinkle to the system

Can behavioral economics inform the ad research process?

| By Charles Young



## snapshot

Charles Young examines what we can learn about measuring ad effectiveness by applying Daniel Kahneman's System 1 and System 2 theory of cognition.

The multitude of choices available today in the field of advertising research can be confusing. Most of us are familiar with the standard ad quality metrics for predicting sales using measures such as recall and persuasion, attention and brand linkage, message communication and brand preference. However, there is now a whole host of competing scientific techniques that require measurements of brain waves, brain image scans, facial response, eye-tracking, heart rate and skin conductance, response latency, etc., that claim to reveal how advertising exerts its hidden power on the unconscious mind.

This new competitiveness in an important category of research is driven not only by advances in technology but also by the current popularity of the new sciences of the mind. It also represents a challenge to marketers and researchers to reconsider the standard mental models that we use to think about how advertising works.

Fortuitously, a recent book by a Nobel Prize-winning economist points toward a new framework for understanding advertising. Daniel Kahneman won his prize based on research on another important marketing variable, price, but in his best-seller *Thinking, Fast and Slow* he summarizes his life's work on economic decision-making with psychological concepts that can also stretch the way we think about the role advertising plays in economic decisions.

In the first part of his book, he describes in detail the differences between two distinct systems that the mind uses to process information and make decisions about the world. In the second part, he explains the crucial differences between experience and our memory of an experience – an important insight for understanding the mental processes by which advertising experiences are turned into branded memories.

As we will shortly see, by putting together the theoretical constructs from the first and second parts of Kahneman's book, we can create a simple matrix that provides a powerful organizational framework for understanding how all of the new ideas and methods that are



[quirks.com/articles](http://quirks.com/articles) • ID 20140111

January 29-31, 2014 ■ mayfair hotel & spa ■ miami, florida

Register with code **MEDIA14QUIRKS**  
**and Save 20% off**  
the standard rates!

the  
**MEDIA  
INSIGHTS &  
ENGAGEMENT**  
conference

navigating content: exploring new opportunities  
with insights-rich decision making



**Jack Wakshlag**  
Chief Research Officer,  
**Turner Broadcasting  
System**



**Jonah Berger**  
Professor of Marketing,  
**The Wharton School of the  
University of Pennsylvania,**  
Author, *Contagious:  
Why Things Catch On*



**Elizabeth Ellers**  
Executive Vice President,  
Corporate Research,  
**Univision Communications**



**Todd Henry**  
Author, *The Accidental  
Creative: How to Be Brilliant  
at a Moment's Notice*



**David Poltrack**  
Chief Research Officer,  
**CBS Corporation**



**Jeffrey Graham**  
Global Ad Research Director,  
**Twitter**

[www.MediaInsightsConference.com](http://www.MediaInsightsConference.com)

Figure 1: A Comparison of System 1 and System 2 Thinking

<b>System 1</b> "Fast"	<b>System 2</b> "Slow"
<b>DEFINING CHARACTERISTICS</b> Unconscious Effortless Automatic  WITHOUT self-awareness or control  "What you see is all there is."	<b>DEFINING CHARACTERISTICS</b> Deliberate and conscious Effortful Controlled mental process  WITH self-awareness or control  Logical and skeptical
<b>ROLE</b> Assesses the situation Delivers updates	<b>ROLE</b> Seeks new/missing information Makes decisions

revolutionizing the field of advertising research might fit together.

### System 1 versus System 2 Thinking

This may simply be a more up-to-date and insightful way of looking at what advertising researchers have historically referred to as low-involvement versus high-involvement processing. System 1 "fast" thinking refers to the automatic processes of the mind that operate below the level of consciousness, while System 2 "slow" thinking refers to the more deliberate, conscious processes that we identify with rational decision-making (see Figure 1).

The primary job of System 1 is to continuously assess the situation of the world around us and to give us updates as to what is going on. It includes instinctual actions that we share with other animals – such as reactions to loud noises.

It is the default mode of our perceiving mind and, as such, appears to be effortless, automatic and unconscious. Indeed we appear to have no conscious self-awareness or control over the operations of System 1.

At its core, System 1 works through the process of associative memory. It continuously intuits causal connections between words and images, feelings and actions and ideas and memories in order to build a coherent interpretation of life as we experience it. It is our internal storyteller.

For example, System 1-processing is key to our ability to watch movies. It is not at all obvious why the process of cutting up visual experience and

rejoining it in non-linear ways that violate the continuity of real life should be anything but confusing. But it is precisely the ability of the mind to rapidly see connections between discrete images flowing in a stream toward the eye and to make the perceptual leap of interpreting a meaning or inferring a causality of action between juxtaposed visual moments that make moving pictures such an emotionally powerful form of storytelling.

One of the defining characteristics of System 1 thinking is the phenomenon that Kahneman describes as "What you see is all there is." By this he means to say that System 1 pays no attention to what it does not know. It only works with ideas that have been primed and activated in the system. Like the blind spot in the rearview mirror, it cannot see gaps in logic. As a result, it rapidly reaches conclusions and makes decisions with a minimum amount of information. Less information is more for System 1 thinking.

As Kahneman cheekily points out, System 1 is our mental system for leaping to conclusions.

In contrast, System 2 thinking is pretty much what we mean when we attempt to describe rational thought and rational decision-making. It is a controlled mental process requiring a great deal of effort in terms of focusing our attention.

System 2 is the system involved in doing work, making friends, building family and social relationships. It exerts self-control and creates self-awareness. It is logical, skepti-

cal and seeks out new or missing information in order to improve its ability to make decisions.

The problem with System 2 is that it is an energy-intensive process. The more tasks it takes on, the more energy it requires. As a result, System 2 attempts to conserve energy by doing as little work as possible and, when feeling cognitive strain, it defaults to System 1. In short, System 2 is powerful but lazy.

Both systems are important for understanding how advertising works. Once it's engaged, System 2 usually has the final say in economic decision-making – though that may simply be to rationalize a System 1 decision that feels good. But it's clear to anyone working in the business that much of modern advertising operates by engaging System 1, which requires little cognitive strain on the part of the consumer.

### Experiencer self versus remembered self

In the second half of his book, Kahneman tells a story about someone who listens to a recording of a long, beautiful symphony that is interrupted at the end by loud scratches on the record album. "The experience was ruined!" the listener exclaims. But, as Kahneman points out, 95 percent of the experience was not ruined, for the listener experienced many minutes of blissful music before the scratches – it was only the memory of the symphony that was ruined.

The story is used to illustrate the idea that we all have two selves: the first is our experiencer self, who lives in the moment, in the continuous flow of time; the second is our remembered self, who composes stories out of the significant events and moments in our lives and keeps them for future reference in decision-making.

A key difference between the two is how each of our selves experiences time. For the experiencer self, time is linear, like that measured by the clock, where each moment is of equal weight or significance. For the remembered self, time is nonlinear, duration is not important and two types of moments carry more weight than others: 1) peak moments of emotionally-charged, meaningful experience; and 2) end-

Figure 2: A Classification of Advertising Research Techniques Based on Kahneman's Categories

	Engagement > Experiencer self	Branded memory > Remembered self
System 1 thinking – low involvement	<b>Online Measurement</b> Eye tracking Facial response  <b>Laboratory</b> Brain waves Heart rate Skin conductance MRI scans	<b>In-Market Recognition-Based Tracking</b>  <b>Online Pretest</b> Picture sorts Copy sorts Flash test/t-scope
System 2 thinking – high involvement	<b>Dial Meter (“Interest Trace”)</b> Channel switching	<b>In-Market Recall-Based Tracking</b>  <b>Online Pretest</b> Attention Brand linkage Communication Motivation/purchase intent Liking Rating statements Open-ends
	Real-time	Post-exposure self-report

ings, or how things turned out. These two types of moments, after all, are the keys to good storytelling.

In the end, it is the remembered self that is the decider. It keeps score and governs what we learn from living. We choose by memory, not experience, when we decide to repeat an experience.

But for marketers it is important to appeal to both selves. For the past few years our industry has been tightly focused on the idea of engagement. A lot of the new ad research methods, for example, have been developed to measure how the experiencer self engages with advertising in real time.

Counterbalancing this is the need to understand the mysterious process by which advertising experiences get converted into branded memories, for brands reside in the remembered self.

### An analytic matrix

Looking past Kahneman's book, a useful next step is to assemble the dichotomous categories he describes to build an analytic matrix for thinking about advertising. The matrix shown in Figure 2 shows how this framework can be used to classify different advertising research techniques.

The upper versus lower half of the matrix is a division between System 1 thinking versus System 2 thinking. The left side deals with how advertising engagement with the experiencer self might be measured with these new instruments in real time, while

the right side deals with how branded memories can be retrieved from the remembered self, by asking questions after advertising exposure.

There is no implication that any one quadrant is more valid than the others since each represents a piece of the whole truth of our total self. Indeed, information and insights gleaned from each of the four quadrants has the potential to complete the picture of how advertising works.

Let's briefly look at how the research techniques fall in each quadrant, starting in the historical order in which they were developed.

### Lower-right quadrant: remembered self/System 2 thinking

The oldest pre-testing technique, dating back to the 1950s, is to measure the effectiveness of an ad with a recall test. Day-after recall testing and its companion, in-market telephone tracking studies of ad awareness, together formed the dominant research methodology used during the days of *Mad Men*.

The mental model of advertising that this kind of research is based on is the simple logic that for an ad to have an impact on future sales behavior, it must leave behind some kind of memory trace in the mind of the consumer.

Even today, mainstream online pre-testing systems, such as those from Ameritest, ASI and Millward Brown, rely heavily on verbal self-report

measures such as attention, brand linkage, communication, motivation or purchase intent, rating statements and open-ended questions about respondents' memories of their reactions to an advertisement.

Such verbal probing of a respondent is clearly a System 2 thinking activity.

### Lower-left quadrant: experiencer self/System 2 thinking

One of the earliest techniques that acknowledged the difference between how an ad is remembered as a whole gestalt and how it is experienced in real time, moment by moment, was to use a dial meter that respondents would turn as they viewed an ad, to signal their feelings as they introspectively watched themselves watching the ad.

This real-time process of introspection, as well as the conscious need to focus attention on moving the dial (or today a mouse) – loosely akin to the process of channel surfing when watching real television – keeps this technique strongly rooted in System 2 thinking.

### Upper-left quadrant: experiencer self/System 1 thinking

The current level of interest in biometrics and neuroscience is actually the second wave, since researchers as far back as the 1970s were interested in probing non-verbal reactions to advertising with brain waves etc., before advances in technology made today's techniques more practical and reliable.

While this set of techniques is quite diverse, they do share a commonality in the instruments they use to measure physical reactions of the experiencer self in real time, without any self-reporting of responses from the conscious brain of the respondent – i.e., they are all looking for indicators of unconscious System 1 thinking occurring while a respondent is viewing an ad.

### Upper-right quadrant: remembered self/System 1 thinking

As online research began to replace telephone surveys in the last decade, the method of tracking consumer awareness of advertising campaigns in-market moved away from recall-

based questioning using verbal cues to a recognition-based measurement using visual cues such as video stills or edited clips.

The key idea is that recognition is a better way to retrieve deep memories from the remembered self than is recall, which is akin to the argument that a truer test of whether or not you've met someone is that you recognize their face rather than their name.

Recognition certainly gives different results than recall and much of the difference in our experience appears to be related to the difference between System 1 and System 2 thinking, though this is clearly a fruitful area for further research.

From a management standpoint, oftentimes when confronted with discrepancies between ad pre-testing and ad tracking results, recognition-based tracking is generally considered to come closest to the "truth."

And so powerful new forms of online ad tracking are beginning to emerge, such as those that combine recognition-based measurement with cohort analysis of the target audience. These approaches have the potential to yield very interesting new findings on how different media – TV, digital, print, outdoor, etc. – work together to create branded memories.

In the pre-testing arena, our company uses diagnostic picture sort techniques to probe short-term memories shortly after ad exposure – a technique of deconstructing frame-by-frame the remembered viewer experience of a test ad.

We developed picture sorts to explore the processes of rapid cognition – e.g., pre-conscious filtering or selective attention – involved in watching movies. The many published experiments we have done over the years clearly demonstrate that this is related to System 1 thinking.

An analogous approach to probing the intersection of rapid cognition and memory is used in the testing of print or digital ads. This flash test is basically an online version of the classic tachistoscope, or t-scope, where consumer responses are measured after brief, controlled-time exposures of the test ad, for a fraction of a second or a few seconds.

## What can be gained?

If we start with the assumption that all of the techniques listed in the matrix, when used by a reputable research supplier, have a legitimate claim to a piece of the truth, the real question becomes, What new insights or predictive power can be gained by using different techniques in combination?

To begin to sort this out, it is useful to first look at what might be gained by combining techniques falling within a specific quadrant, and second, to look at what might be learned from putting together combinations across different quadrants.

### Within quadrant analysis

To understand the value of combining techniques within a quadrant, it is easiest to start with the most familiar case, the metrics provided by the big, mainstream pre-testing systems falling in the lower right-hand quadrant.

Over time, these systems have evolved based on learning that different questions can provide equally important, but complementary, measures of advertising quality. For example, it is now generally accepted that attention-getting power, brand linkage, motivation and communication are all important predictors of in-market performance. As a result, these metrics have become widely adopted as report-card measures of performance that advertisers use to make go/no-go decisions.

But another thing mainstream systems have learned is that other questions, while not as important as the primary, report-card metrics just mentioned, can provide very useful diagnostic insights into the reasons why a particular ad is performing the way it is. For example, a high entertainment rating score is not important in and of itself but only insofar as it is a useful explanatory variable correlated with the attention-getting power of an ad – and more recently, as one of several indicators of an ad's likelihood of going viral on the Internet.

Moving to the upper right-hand quadrant, one of the things we quickly learned at Ameritest is that, similar to verbal questioning, one picture sort was not enough. To provide a complete set of diagnostics for the visual effectiveness of an ad, we need to look at a more complete picture. We ultimately

developed three: to measure memory, feelings and the meaning of visual imagery. And to complement that, we developed two copy sorts, measuring recall and relevance, to measure the verbal component of an ad.

Looking to the upper left-hand quadrant, the new, interesting biometric techniques are still at the stage of experimentation. For example, much remains to be learned about whether or not brain wave measurement is more or less predictive of ad effectiveness than measuring heart rates or coding the emotions on respondents' faces. Whether some of these techniques should be viewed as primary report-card measures and others as secondary diagnostics remains to be sorted out.

Moreover, because many of these different techniques are being promoted by different small technology start-ups, it is still in the early days for learning the benefits to be gained by putting these techniques together in different combinations. It is encouraging to see the results obtained by companies like Sands Research, who are combining brain wave measurement with eye-tracking to put an interesting wrinkle on researching in-store advertising.

### Cross-quadrant analysis

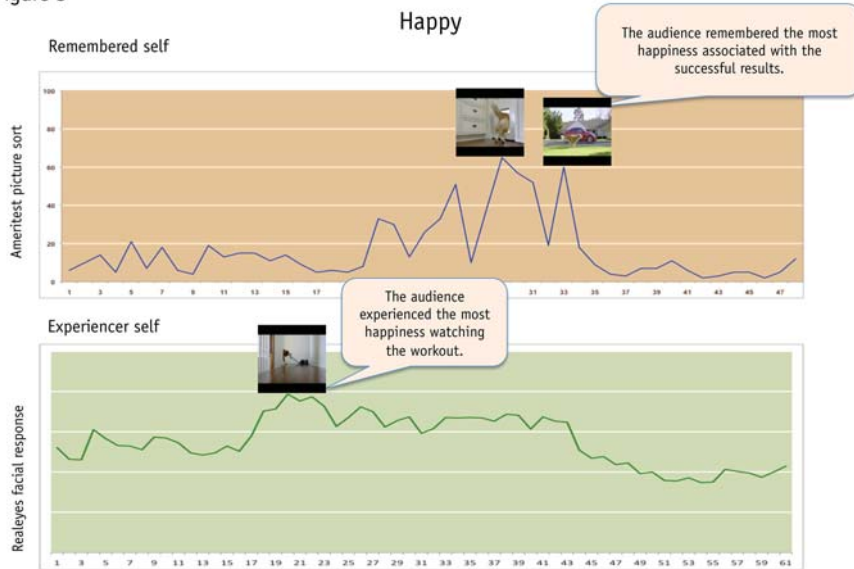
What is perhaps more interesting is to look at what we might learn when we combine techniques from across different quadrants, for this gives us the opportunity to truly view the consumer in an insightful, more holistic way across Kahneman's categories.

Our own Ameritest pre-test combines techniques from the upper and lower halves of the remembered self. What we learned from building models from our database is that by using information gained from both quadrants of research techniques we could double the explanatory power of our diagnostics.

For example, to explain commercial performance in terms of breakthrough power, a picture sort could explain about half the total variation in ad performance, while a small set of verbal rating statements (e.g., entertainment, uniqueness) could explain the other half. So, in any given pre-test we decided we needed



Figure 3



both types of information to figure out what was going on.

Over time, we also learned which picture sorts to use to diagnose different kinds of problems. To diagnose what is going on with attention and branding, we use the Flow of Attention, which is based on sorting pictures in terms of short-term recognition memory. To diagnose motivation or purchase intent, we use the Flow of Emotion, which is based on sorting pictures in terms of the feelings viewers remember experiencing as they watched the ad. And to diagnose communication and the brand perceptions being created, we use the Flow of Meaning, which is based on sorting pictures from the test ad into multiple categories of strategic meaning.

Future innovation in our field is going to come from combining the techniques in the upper left-hand quadrant with information gained from the other quadrants into a single efficient test design.

### Much to be learned

Our own experiments suggest that there is much to be learned from these combinations. In one series of experiments we conducted with brain waves, we found them to be a strong predictor of our Attention Score, but that they are not strongly correlated with our Flow of Attention picture sort, which itself is a strong predictor of Attention. Upon investigation, one of several hypotheses we identified was

that in some commercial scenes, brain waves peak with the arousal of curiosity in the experiencer self at the beginning, while the picture sort memory peaks from the remembered self occur at the resolution of meaning, falling at the end of the scene.

In another series of experiments we conducted with online facial response, we found some interesting similarities and differences with our picture sort diagnostics. The total positive and negative facial response graphs from the experiencer self were quite similar to the Flow of Emotion we obtained from the remembered self. This was similar to our experience with a number of client tests comparing remembered feelings to heart rate/skin conductance for a dozen or so ads. It seems the ability of a respondent to accurately recall their positive or negative feelings from ads may not be as hard as we think.


However, the situation was quite different when we looked at the memory of particular types of emotions recalled (Figure 3). In a test of a Super Bowl ad, we found that the audience memory of the happiest moment in the ad was most strongly associated with an outcome shown in the ad (a physically-fit dog), whereas the happiest moments measured by facial response during the experience of the ad was associated with the process of working out (the dog exercising). This reminds us that our remembered self is constantly updating and revising its version of what we just experienced.

### Hottest areas

Currently, using online cameras for eye-tracking and for measuring emotions through facial response coding are two of the hottest areas of innovation. It is easy to imagine how either of these two techniques might be refined by combining them with information from another quadrant from the Kahneman matrix.

Currently, eye-tracking tells you where a viewer is focused on-screen but it does not reveal what is going on in the brain as the eyeball is looking. But someday it might be possible to use eye-tracking to determine when memories are being formed. We know from neuroscience that memory is suppressed when the eye scans, or saccades, and so memories appear most likely to occur at points of eye fixation. By correlating data on rates of eye fixation with short-term peaks of memory obtained with the Flow of Attention picture sort, it should be possible to prove this hypothesis and calibrate eye-tracking cameras to record the moments when experience is turned into memory.

One of the limitations of facial response measurement technique is that the types of emotions that can be coded are like primary colors; there are only about six primary emotions. In general, marketers have a much more highly developed palette of emotions or feelings that they are trying to associate with their brand – e.g., confident, sexy, powerful, fun. It certainly seems possible to teach the neural-net software that performs the facial response coding how to read a much wider range of emotional responses on the face of the experiencer self by calibrating facial expressions with picture-sorted meanings obtained from the remembered self, for example.

Innovation research programs such as these could move advertising researchers much further along in terms of understanding how the unconscious processes of System 1 engagement are turned into System 1 branded memories. 

Charles Young is founder and CEO of Ameritest, an Albuquerque, N.M., research firm. He can be reached at [chuck@ameritest.net](mailto:chuck@ameritest.net).

# Q

## Names of Note

### In Memoriam...

Research veteran **Jack Honomichl** died on December 8, 2013, at age 85.

**Richard Isaacs**, president of R. Isaacs Computing Associates Inc., a Palm Beach Gardens, Fla., research company, died on November 3, 2013, at age 71.

■ Portland, Ore., research company *Revelation Global* has promoted **Jeff Sperring** to vice president, business operations.

■ Encino, Calif., research company *uSamp* has hired **Karyn Hall** as vice president, Instant.ly. Hall will be based out of the company's Connecticut office.

■ WPP's New York marketing communications agency *JWT* has named **Gustavo Martinez** global president, effective February 2014. Martinez will also assume the role of worldwide CEO in 2015.

■ **Kobi Ofir** has joined Vancouver, B.C., research company *Vision Critical* as CTO.

■ New York research company *OnePoint Global* has hired **Ben Phillips** and **Otto Vroegop** as sales director for the U.K. and the

Netherlands, respectively. Phillips will be based in High Wycombe, U.K., and Vroegop will be based in Amsterdam, the Netherlands.

■ *Cambiar LLC*, a Phoenix management consulting firm focusing on the research industry, has promoted **Kelly Anson** to associate and head of its marketing strategy practice.

■ **Marc Edwards** has joined *MarketVision Research*, Cincinnati, as research manager of its information systems group.

■ Deerfield, Ill., marketing company *Stagnito Media* has hired **Nick Marino** as general manager, multicultural solutions. Shopper insights will be among his responsibilities.

■ Oslo, Norway, research software company *Confermit* has promoted **Tore Haggren** to senior vice president, voice of the employee.

■ **Edson Videira** has joined *Top Box Associates LLC*, a Wilton, Conn., research company, as vice president, operations.

■ Norcross, Ga., research company *The Marketing Workshop* has hired **Jennifer Cox** as marketing research manager.

■ Westminster, Colo., research company *Datalogix* has named **Steven Wolfe Pereira** CMO. He will be based in San Francisco.

■ New York researcher *The Nielsen Company* has named **Dwight M. "Mitch" Barns** CEO.



Cox

■ **Natasha Kennedy** has joined Princeton, N.J., research company *ORC International* as senior vice president, strategy research solutions.

■ *Harris Interactive*, a Rochester, N.Y., research company, has hired **Jon Harding** as senior vice president, custom solutions sales.

■ Denver research company *GutCheck* has appointed **Dylan Frusciano** as vice president, sales, and **Ann Koerner** as vice president, products.

■ *Millward Brown*, a New York research company, has appointed **Gonzalo Fuentes** as CEO of its Latin American business.

■ *GfK UK* has named **Oli Bailey** director, business development, mystery shopping.

■ London research company *TNS* has appointed **Vishy Rajagopal S.** as regional director, operations, Asia-Pacific. He will be based in Bangalore, India.

■ **Caroline Horner** has joined Portland, Ore., research company *Rentrak* as senior vice president, product innovation.

■ Ann Arbor, Mich., research company *ForeSee Results Inc.* has appointed **Dave Scott** as CMO and **Ben Stollard** as director, U.K.

■ **Brad Tribucher** has joined Rhinebeck, N.Y., research company *Phoenix Marketing International* as vice president, business development, converged technology and media practice.



[quirks.com/articles](http://quirks.com/articles)

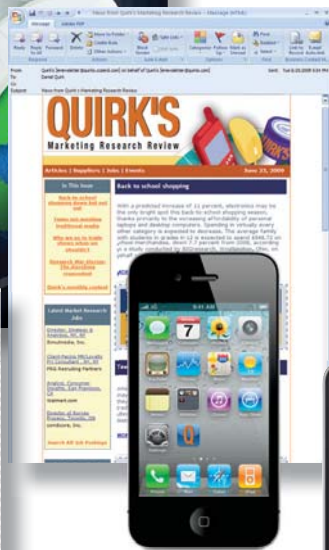
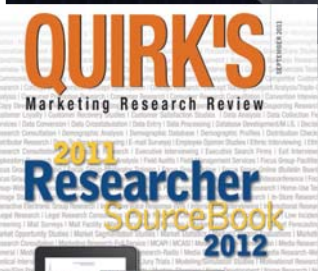
ID 20140112

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



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

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



To get your own FREE access  
visit [www.quirks.com](http://www.quirks.com)

# Q

## Research Industry News

### News notes

■ **The Murray Hill Chicago** focus group center ceased operations in November 2013.

### Acquisitions/transactions

■ Sterling, Va., research company **Neustar** has acquired San Mateo, Calif., research company **Aggregate Knowledge**. Neustar will integrate Aggregate Knowledge's media intelligence platform and Neustar's E1 marketing analytics platform.

■ Paris communications company **Publicis Groupe** has acquired **ETO**, a Paris and Lille, France-based research company. Publicis intends to expand into CRM and data mining.

■ Miami research company **QualMetrix** has acquired the health care analytics platform of **Visual Intelligence LLC**, a Newtown Square, Pa., research company.

■ **WPP's** New York advertising agency **Y&R** has acquired a majority stake in **Plasenta Conversation Agency**, an Istanbul, Turkey, social media monitoring and analytics agency.

■ Chicago research company **Mintel** has acquired the **Mail Monitor** direct mail analysis service from **Ipsos**, a Paris research company. Mail Monitor

will be incorporated into Mintel Comperemedia, its direct marketing analysis business in North America.

### Alliances/strategic partnerships

■ London research company **Kantar Media** and **Twitter**, Palo Alto, Calif., have partnered to develop a suite of tools to support planning and analytics for the TV industry in the U.K. and Spain.

■ Oslo, Norway, research software company **Confirmit** has partnered with **Futurelab**, a Brussels, Belgium, research company, to combine Confirmit's voice-of-the-customer and voice-of-the-employee solutions with Futurelab's customer-centric programs.

■ Research companies **comScore Inc.**, Reston, Va., and **Shareablee**, New York, have partnered to provide comScore clients with Shareablee's analytics platform for social media benchmarking and competitive intelligence insights.

■ **Kantar**, the London data investment management division of WPP, has renewed its partnership with the **Merlien Institute**, a Singapore events and publishing company, to sponsor Merlien's mobile marketing research conference series. Kantar will be the series' title sponsor for 2014, covering all four conferences in Asia, Europe, North America and Africa.

■ Research companies **ClickTale**, Israel, and **Optimizely**, San Francisco, have partnered to integrate Optimizely's A/B testing platform with ClickTale's anonymous user session playback, heat maps, conversion funnels and form analytics.

### Association/organization news

■ **The Qualitative Research Consultants Association**, St. Paul, Minn., has elected its 2013-2014 board of directors: Kendall Nash of Burke, Inc.,

president; Mark Sumpter of Consumer Link Moderating and Research Consulting, vice president; Manny Schragar of Consumer Centers of New York and New Jersey, treasurer; Monica Zinchiak of Z. Research Services, secretary; and board members Susan Sweet of Sweet Insight Group; Shaili Bhatt of C+R Research; Marc-Andre Leduc of M Leduc and Co.; Corette Haf of Corporate Research Consultancy; and Liz Van Patten of Van Patten Research/Consumer Advisory.

■ **The Neuromarketing Science and Business Association**, Venlo, the Netherlands, and its board of advisors have begun drafting a policy on corporate accreditation. Accreditation by the NMSBA signifies that an applicant company offers neuromarketing services that are valid, scientifically based and have a purpose appropriate to the field of neuromarketing.

### Awards/rankings

■ **Karri Bass** of Illumination Research, Cincinnati, was named one of 12 winners of Ernst & Young's 2013 class of **Entrepreneurial Winning Women**, a national competition and ongoing executive leadership program that identifies high-potential women entrepreneurs whose businesses show real potential to scale.

### New accounts/projects

■ New York media network **CBS** will be the first participant in New York researcher **The Nielsen Company's** trial to measure cross-media campaigns on local television and radio. The trial will focus on combining CBS local TV audience data with CBS Radio audience data to measure unduplicated reach and time spent across both media. The trial will also measure reach and frequency for cross-media campaigns.

■ **HSR Specialist Researchers**, Brazil,



quirks.com/articles  
ID 20140113

has adopted Miami research company **eCGlobal Solutions'** platforms and panels for all HSR online surveys.

■ Farmington Hills, Mich., research company **Morpace Inc.** has adopted Oslo, Norway, research software company **Confirmit's** Confirmit SODA platform for its mobile research initiatives.

■ Paris research company **Cocedal Conseil** has selected London research company **DigitalMR's** eCommunity platform for private online communities and DigitalMR's and social media research services.

■ **Lippman Connects**, a Washington, D.C., event producer, has selected Red Bank, N.J., research company **Exhibit Surveys Inc.** as its exclusive market research partner for the Lippman Connects Roundtables through 2014.

■ Montreal loyalty program coalition **Aeroplan** has selected Vancouver, B.C., research company **Vision Critical** to power its Aeroplan Advisors insight community.

■ Nuremberg, Germany, research company **The GfK Group** has signed an agreement with four Brazil television broadcasters – **Band TV, Record, RedeTV!** and **SBT** – to conduct audience measurement in Brazil.

■ Gurgaon, India, research company **Annik Technology Services** has adopted Fresno, Calif., research company **Decipher Inc.'s** Beacon research and reporting platform. Additionally, **Research Interactive**, Holborn, U.K., has also selected the Beacon platform from Decipher, the London branch of Decipher.

### New companies/new divisions/ relocations/expansions

■ New York research company **GfK** has opened a user-experience research facility in the Financial District of downtown San Francisco.

■ **AMRB**, a Dubai, United Arab Emirates, research consultancy and part of Kantar Group, has launched a client service hub in Riyadh, Saudi Arabia.

■ **Insight Exchange**, a London research company, has changed its name to **Big Sofa**. The company is online at [www.bigsofa.co.uk](http://www.bigsofa.co.uk).

■ **WiseSample**, a Toronto online sample company, has opened for business. The company is online at [www.wisesample.com](http://www.wisesample.com).

■ **Northstar Research Partners**, Toronto, has opened a new insights practice in London and hired Noah Roychowdhury as principal.

■ **The Futures Company**, a Chapel Hill, N.C., research company, has opened an office in Singapore. Stephane Alpern and Jeremy Sy will lead the office.

■ Bridgeport, Conn., research company **QuestBack** has opened an office in Austin, Texas at 9442 Capital of Texas Hwy., North Arboretum Plaza One, Suite 500. The office will be led by Jeff Jones.

■ Researchers Gayle Ireland and Nancy Irwin have launched **Voccii**, a Ballantyne, N.C., research company. Voccii is online at [www.voccii.com](http://www.voccii.com).

■ Chennai, India, research agency **krea** has launched **QHub**, a focus group facility. The facility is online at [www.qhub.in](http://www.qhub.in).

■ New York research company **OnePoint Global** has opened an office in Amsterdam, the Netherlands.

■ U.K. marketing intelligence company **The Exchange Lab** has expanded into the U.S. with offices in New York and San Francisco.

### Research company earnings/ financial news

■ **The GfK Group**, Nuremberg, Germany, announced financial results for the first nine months of 2013. At 126.3 million euros, adjusted operating income rose 0.6 percent over the previous year.

■ **SPAR Group Inc.**, White Plains, N.Y., reported financial results for the third quarter and first nine months of 2013. For third-quarter 2013, revenue

increased 9 percent to \$27.8 million; international revenue increased 15 percent to \$16.4 million; and net income was \$331,000.

For the first nine months, net revenues increased 16 percent to \$80.2 million; domestic revenues increased \$1.2 million to \$32.4 million; international revenues increased 26 percent to \$47.8 million; and net income was \$244,000.

■ **KPMG International**, Amsterdam, the Netherlands, has formed KPMG Capital, an investment fund created to accelerate innovation and analytics for big data.

■ **Information Services Group**, Stamford, Conn., reported record third-quarter 2013 revenues of \$51.4 million, up 11 percent over the same prior-year period. Operating income was \$1.8 million, compared to \$2.4 million in the third quarter of 2012.

■ **Gartner Inc.**, Stamford, Conn., reported results for the third quarter of 2013. Total revenue was \$410.7 million, an increase of 10 percent on a reported basis compared to third-quarter 2012. Net income was \$38.2 million, an increase of 22 percent. For the nine months ended September 30, 2013, total revenue was \$1,263.5 million, an increase of 11 percent over the same period in 2012. Net income increased 13 percent to \$121.4 million.



RELIABLE. SECURE INCENTIVE PAYMENT SOLUTIONS

877.672.7257 or 303.296.9593  
444 17th St. Suite 203, Denver, CO 80202

- Low Cost Alternative to Incentive Fulfillment
- Check or Gift Card Processing
- Checks Processed in U.S., Canadian and Foreign Currencies
- 24 to 48 Hour Turnaround
- Personalized Messaging on Checks
- Duplication and Address Verification
- Sweepstakes Management
- Live Help Desk
- We Service Jobs Any Size

[www.incheckonline.com](http://www.incheckonline.com)

# CALENDAR OF EVENTS

●●● can't-miss activities

**The International Quality and Productivity Center** will hold its Mobile Marketing Exchange on **January 22-24** in **Miami**. Visit [www.mobilemarketingexchange-usa.com](http://www.mobilemarketingexchange-usa.com).

**IIR** will hold a conference focused on media insights and engagement on **January 29-31** at the Mayfair Hotel and Spa in **Coconut Grove (Miami), Fla.** Visit [www.iirusa.com/mediainsights/home.xml?registration=MEDIA14QUIRKS](http://www.iirusa.com/mediainsights/home.xml?registration=MEDIA14QUIRKS).

**Satmetrix** will hold a conference, titled "Net Promoter Customer Experience," on **January 30-31** at Eden Roc Miami Beach in **Miami**. Visit <http://conference.netpromoter.com>.

**The Southwest Chapter of the Marketing Research Association** will hold its annual Las Vegas conference on **February 12-14** at the Mirage Hotel and Casino in **Las Vegas**. Visit [www.swmra.org/events/vegas2014](http://www.swmra.org/events/vegas2014).

**The Merlien Institute** will host a conference, themed "Qualitative 360 Europe," on **February 19-20** at the Novotel Istanbul in **Istanbul, Turkey**. Visit <http://qual360.com/europe>.

**American Leaders** will host a conference, themed "Customer Experience Management in Utilities: The Era of Empowered Customers," on **February 24-25** in **Baltimore**. Visit <http://bit.ly/1acx9dU>.

**Marcus Evans** will host

a conference, themed "Consumer Insights in New Product Design and Delivery," on **February 26-27** in **Miami**. Visit [www.marcusevans-conferences-northamerican.com/events.asp](http://www.marcusevans-conferences-northamerican.com/events.asp).

**The American Marketing Association** will hold a conference, themed "Analytics with Purpose: Behavioral Insight to Advantage," on **March 2-4** at the Hotel del Coronado in **Coronado, Calif.** Register by February 2 for an early-bird discount. Visit [www.marketingpower.com/Calendar/Pages/analytics-with-purpose-II.aspx](http://www.marketingpower.com/Calendar/Pages/analytics-with-purpose-II.aspx).

**Worldwide Business Research** will hold its flagship conference, "eTail West," on **March 3-6** at the JW Marriott San Antonio Hill Country Resort and Spa in **San Antonio**. Visit [www.etailwest.com](http://www.etailwest.com).

**The Merlien Institute** will hold a conference, themed "Market Research in the Mobile World Asia," on **March 4-7** in **Singapore**. Visit [www.mrmw.net](http://www.mrmw.net).

**The Neuromarketing Science and Business Association** will hold its annual world forum on **March 5-7** in **New York**. Visit [www.neuromarketingworldforum.com](http://www.neuromarketingworldforum.com).

**Alta Plana** will hold an event, themed "Sentiment Analysis Symposium," on **March 5-6** at The New York Academy of Sciences in **New York**. Visit [www.sentimentsymposium.com](http://www.sentimentsymposium.com).

**IRI** will hold its annual summit on **March 10-12** at the Gaylord

Palms Resort in **Orlando, Fla.** Visit [www.iriworldwide.com](http://www.iriworldwide.com).

**The American Marketing Association** will hold a program, titled, "Marketing Research Academy for Business Professionals," on **March 18-21** at the University of Georgia Terry College of Business Executive Education Center in **Atlanta**. Visit [www.marketingpower.com/Calendar/Pages/2014-Marketing-Research-Academy-for-Business-Professionals.aspx](http://www.marketingpower.com/Calendar/Pages/2014-Marketing-Research-Academy-for-Business-Professionals.aspx).

**Worldwide Business Research** will hold a conference, themed "Next Generation Customer Experience," on **March 18-20** at the Omni San Diego in **San Diego**. Visit [www.the-customer.com](http://www.the-customer.com).

**Liveweek Business** will hold a conference, themed "Market Research Week 2014: Research to Strategic Insight," on **March 20-21** at the Guragon Exhibition and Convention Center in **Guarun, Delhi, India**. Visit [www.marketresearchweek.com](http://www.marketresearchweek.com).

**ESOMAR** will hold its annual Central and Eastern European research forum, themed "Research Remix," on **March 23-24** at the Novotel Bucharest City Centre Hotel in **Bucharest, Romania**. Visit [www.esomar.org](http://www.esomar.org).

**The International Quality and Productivity Center** will hold a conference, themed "Big Data Retail Forum," on **March 24-26** in **Chicago**. Visit [www.bigdataretailforum.com](http://www.bigdataretailforum.com).

**Strategy Institute** will hold a conference, titled "Customer Experience Strategies Summit," on **March 25-26** at The Ritz-Carlton in **Toronto**. Visit [www.customerexperiencecanada.com](http://www.customerexperiencecanada.com).

**The Merlien Institute** will host a conference, themed "Qualitative 360 North America," on **April 2-3** in **Toronto**. Visit <http://qual360.com/north-america>.

**ESOMAR** will hold its annual Latin America conference, themed "Accelerating Growth," on **April 2-4** in **Buenos Aires, Argentina**. Visit [www.esomar.org/latam](http://www.esomar.org/latam).

**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>.

**Worldwide Business Research** will hold a conference focused on digital marketing for financial services on **April 28-30** at Trump National Doral in **Miami**. Visit [www.netfinanceus.com](http://www.netfinanceus.com).

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



**Save the date!**

MARKETING  
RESEARCH  
ASSOCIATION

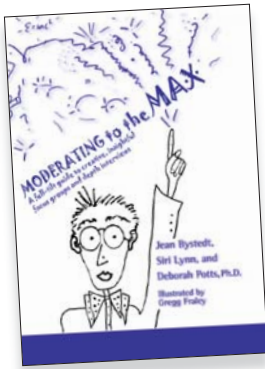
QUIRK'S

CORPORATE  
EXECUTIVE  
BOARD

**CORPORATE  
RESEARCHERS  
CONFERENCE**

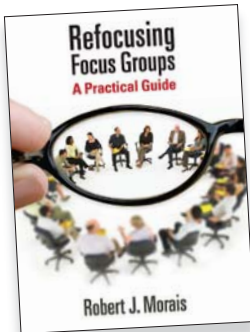
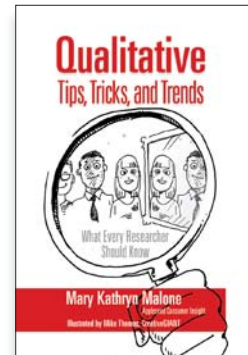
SEPTEMBER 17-19, 2014 • CHICAGO

# MARKETING RESEARCH



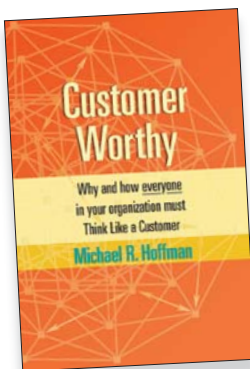
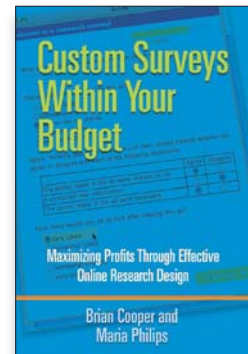
◀ **Moderating to the Max**  
A Full-Tilt Guide to Creative, Insightful Focus Groups and  
Depth Interviews  
**Jean Bystedt, Siri Lynn, and Deborah Potts, Ph.D.**  
978-0-9830436-2-1; paperback, list price \$34.95

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



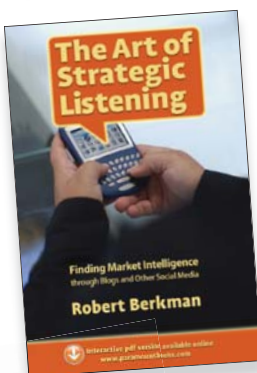
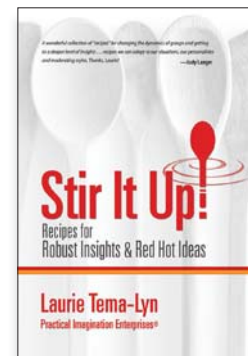
◀ **Refocusing Focus Groups**  
A Practical Guide  
**Robert J. Morais**  
978-0-9819869-7-5; paperback, list price \$19.95

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



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

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



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

**ORDER DIRECT AND SAVE**

**FREE SHIPPING** with your PMP order,  
no minimum purchase!

Go to [paramountbooks.com](http://paramountbooks.com) and  
use promo code **QMRR12**

**Practical Books for Smart Professionals**

**PMP** Paramount Market Publishing, Inc.  
950 Danby Rd., Ithaca, NY 14850  
[www.paramountbooks.com](http://www.paramountbooks.com)  
toll-free: 888-787-8100



# INDEX OF ADVERTISERS

This issue of Quirk's is made possible by our valued advertisers. Their ongoing support – along with that of the other companies and organizations that market themselves on our Web site, e-newsletter and related outlets – helps us bring you Quirk's and all of its associated resources. When you contact the organizations listed below, let them know you saw their ad in Quirk's!

<b>20/20 Research - Online</b> . . . . . p. 39 800-737-2020   <a href="http://www.2020research.com">www.2020research.com</a>	<b>Incheck, LLC</b> . . . . . p. 61 303-296-9593   <a href="http://www.incheckonline.com">www.incheckonline.com</a>
<b>Affordable Samples, Inc.</b> . . . . . p. 31 800-784-8016   <a href="http://www.affordablesamples.com">www.affordablesamples.com</a>	<b>Institute for International Research</b> . . . . . p. 53 888-670-8200   <a href="http://www.iirusa.com">www.iirusa.com</a>
<b>Ascribe</b> . . . . . p. 43 513-241-9112   <a href="http://www.goascribe.com">www.goascribe.com</a>	<b>Marketing Research Association, Inc.</b> . . . . . p. 63 860-682-1000   <a href="http://www.MarketResearch.org">www.MarketResearch.org</a>
<b>Burke Institute</b> . . . . . p. 5 800-543-8635   <a href="http://www.BurkeInstitute.com">www.BurkeInstitute.com</a>	<b>Marketing Systems Group</b> . . . . . p. 13 800-336-7674   <a href="http://www.m-s-g.com">www.m-s-g.com</a>
<b>C&amp;C Market Research, Inc.</b> . . . . . Inside Back Cover 479-785-5637   <a href="http://www.ccmrresearch.com">www.ccmrresearch.com</a>	<b>MedQuery Research &amp; Recruiting</b> . . . . . p. 33 312-666-8863   <a href="http://www.medqueryinc.com">www.medqueryinc.com</a>
<b>Clear Seas Research</b> . . . . . pp. 34-35 248-786-1683   <a href="http://www.clearseasresearch.com">www.clearseasresearch.com</a>	<b>MSW Research</b> . . . . . p. 19 516-394-6000   <a href="http://www.mswarsresearch.com">www.mswarsresearch.com</a>
<b>Decipher, Inc.</b> . . . . . p. 9 800-923-5523   <a href="http://www.decipherinc.com">www.decipherinc.com</a>	<b>Olson Research Group, Inc.</b> . . . . . p. 23 267-487-5500   <a href="http://www.olsonresearchgroup.com">www.olsonresearchgroup.com</a>
<b>Delve, Inc.</b> . . . . . p. 3 800-325-3338   <a href="http://www.delve.com">www.delve.com</a>	<b>Paramount Market Publishing, Inc.</b> . . . . . p. 64 607-275-8100   <a href="http://www.paramountbooks.com">www.paramountbooks.com</a>
<b>E-Tabs</b> . . . . . p. 21 888-823-8227   <a href="http://www.e-tabs.com">www.e-tabs.com</a>	<b>Quester</b> . . . . . p. 45 877-232-1005   <a href="http://www.Quester.com">www.Quester.com</a>
<b>Esearch.com, Inc.</b> . . . . . p. 26 310-265-4608   <a href="http://www.eseach.com">www.eseach.com</a>	<b>Radius Global</b> . . . . . p. 11 212-633-1100   <a href="http://www.radius-global.com">www.radius-global.com</a>
<b>Fieldwork Network</b> . . . . . Back Cover 800-T0-FIELD   <a href="http://www.fieldwork.com">www.fieldwork.com</a>	<b>Research Now</b> . . . . . Wrap 888-203-6245   <a href="http://www.researchnow.com">www.researchnow.com</a>
<b>Focus Groups of Cleveland</b> . . . . . p. 41 216-901-8075   <a href="http://www.focusgroupsofcleveland.com">www.focusgroupsofcleveland.com</a>	<b>Restaurant Research Associates</b> . . . . . p. 51 714-368-1890   <a href="http://www.RestaurantResearchAssociates.com">www.RestaurantResearchAssociates.com</a>
<b>Focus Pointe Global</b> . . . . . p. 3 888-873-6287   <a href="http://www.focuspointeglobal.com">www.focuspointeglobal.com</a>	<b>Schlesinger Associates, Inc.</b> . . . . . Inside Front Cover 866-549-3500   <a href="http://www.schlesingerassociates.com">www.schlesingerassociates.com</a>
<b>FocusVision Worldwide</b> . . . . . p. 37 800-433-8128   <a href="http://www.focusvision.com">www.focusvision.com</a>	<b>Scientific Telephone Samples</b> . . . . . p. 49 800-944-45TS   <a href="http://www.stssamples.com">www.stssamples.com</a>
<b>GMI (Global Market Insite, Inc.)</b> . . . . . p. 25 866-5-ASK GMI   <a href="http://www.gmi-mr.com">www.gmi-mr.com</a>	<b>SSI</b> . . . . . p. 7 203-567-7200   <a href="http://www.surveysampling.com">www.surveysampling.com</a>

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

Subscription Information: U.S. annual rate (12 issues) \$70; Canada and Mexico rate \$120 (U.S. funds); international rate \$120 (U.S. funds). U.S. single-copy price \$10. Change of address notices should be sent promptly; provide old mailing label as well as new address; include ZIP code or postal code. Allow 4-6 weeks for change.

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

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

# BEFORE YOU GO ●●● issue highlights and parting words

## ●●● cover-to-cover Facts, figures and insights from this month's issue

page  
22

NodeXL allows companies to understand not only what is being said in the social media sphere but also to identify their most efficient messengers.

page  
24

It's difficult to keep stakeholders interested and motivated when they see the same scores month after month. Many customer-experience initiatives have stalled when satisfaction ratings reach a plateau.

page  
32

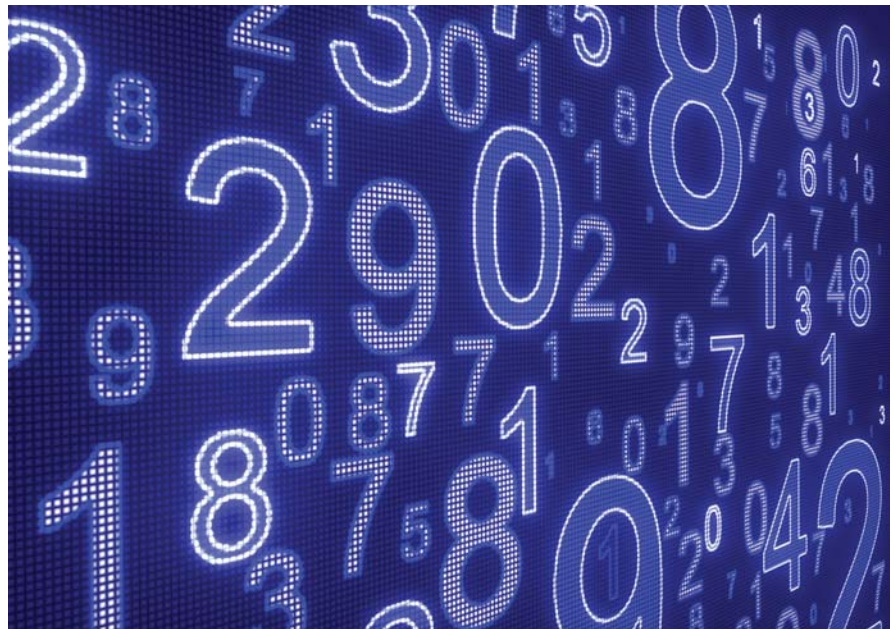
A few messages uncovered in this study were so strong that a new study was developed to substantiate them.

page  
40

Much of the challenge in handling multiple channels of feedback, both solicited and unsolicited, is in the diversity of their characteristics.

page  
51

From my experience, when working with clients to apply modeling insights to their business, we actually spend significantly more time looking forward than backward.



## A quantitative look at Quirk's in 2013

1,098,817 ...	Total Web site visits in 2013
14.4 .....	Percent increase over 2012 Web traffic
3,261,579 ..	Web site page views in 2013
65.9 .....	Percent of visitors classified as "New Visitors"
8,068 .....	Total pages on Quirks.com
6,021.....	New accounts created in 2013
47,843 .....	Market researchers in Quirk's database
44.1 .....	Percent of subscribers receiving the magazine digitally or via mobile app
5,437 .....	Mobile apps downloaded
45.3 .....	Percent increase in app downloads over 2012
34,075 .....	Number of members of Quirk's LinkedIn Group
15.7 .....	Percent increase over 2012 Quirk's LinkedIn Group members
325 .....	Articles published in 2013
1,426.....	Number of magazine pages produced
58 .....	Events participated in during 2013
0 .....	Average dollar price increase for advertising

## Coming in the February Quirk's

### ●●● mobile research

Using CPG and pharma examples, researchers from GfK and Confrimit offer a primer for vendor- and client-side researchers on making the move to mobile.

### ●●● mobile research

Authors from Google make the case for why researchers need to embrace mobile now to avoid being left behind by the paradigm-level changes mobile is having and will have on the research process.

# Market **C&C** Research

Providing you the largest most reliable data collection network in North America.

- Eyetracking
- Qualitative Research
- Quantitative Research
- On-site Interviews
- Hispanic Interviewing
- Project Management
- Programming
- Over 100 mobile interviewing devices
- Over 50 data collection locations nationwide
- Panel Augmentation

---

For more information contact C&C Market Research  
| [corp@ccmarketresearch.com](mailto:corp@ccmarketresearch.com) | 877-530-9688 | 479-785-5637 |  
[www.ccmarketresearch.com](http://www.ccmarketresearch.com) |

---

no bull.



Honest recruiting is one reason why clients come back to Fieldwork. We work our in-house data base hard to find the people you want to talk to, while screening out those you don't. And there's no sugar-coating our daily progress reports. We tell it like it is. Even when it hurts. So we can make the fine tunings that keep things on target. We believe that honesty is the soul of good research— which is why we subscribe to MRA ethics standards. We're confident you feel the same.



[www.fieldwork.com](http://www.fieldwork.com)

1.800.863.4353

ATLANTA • BOSTON • CHICAGO-DOWNTOWN • CHICAGO-NORTH • CHICAGO-O'HARE • CHICAGO-SCHAUMBURG • DALLAS  
DENVER • EAST-FORT LEE, NJ • LA-ORANGE COUNTY • MINNEAPOLIS • NEW YORK-WESTCHESTER • PHOENIX  
SAN FRANCISCO • SEATTLE-KIRKLAND • SEATTLE-DOWNTOWN • GLOBAL PROJECT MANAGEMENT