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April 2014 • Vol. XXVIII No. 4

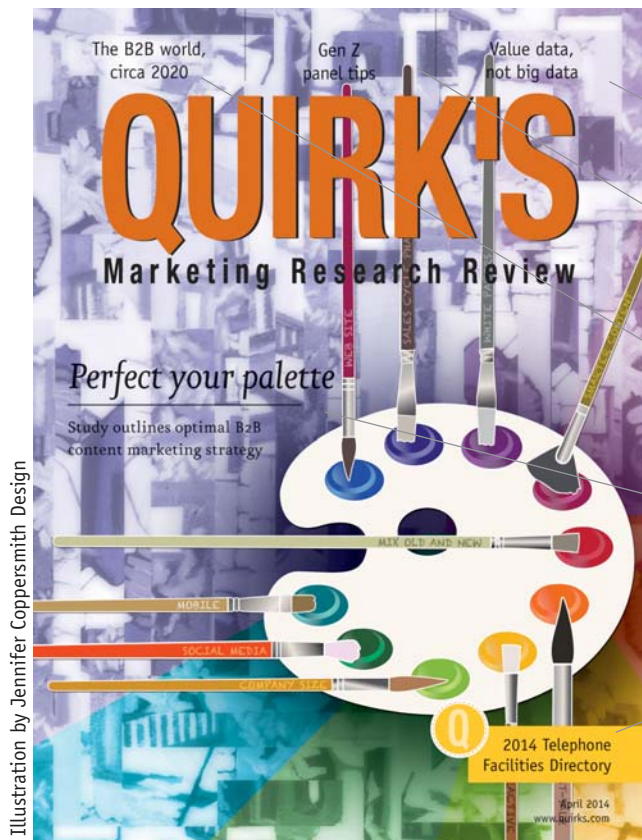


Illustration by Jennifer Coppersmith Design

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Nineteen years later, Precision Opinion works for the largest social science research firms in the world, political organizations and candidates, Washington associations, media, the entertainment and gaming industry as well as domestic and international Fortune 500 companies.



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●●● consumer psychology

Cautious when crowded out

Human beings are intelligent but instinctual creatures and our most basic instinct – that of self-preservation and survival – must always be considered when marketers and advertisers view us as consumers. A series of studies conducted by Rob Tanner of the University of Wisconsin – Madison, Ahreum Maeng of the University of Kansas and Dilip Soman of the University of Toronto and published in the *Journal of Marketing Research* explore how the crowdedness of the environment/store affects a consumer's mind-set and behavior.

According to Tanner's February 4th article, titled "Seeking Safety In Numbers: Do Consumers Think And Choose Differently In Crowded Stores?", on Forbes.com, "Personal-space violations that occur in crowded stores result in individuals automatically adopting a defensive state (think: fight-or-flight response). This defensive state is likely entirely hardwired and results in the experience of what psychologists call tense arousal (think: anxiety). Evolutionarily, this tense arousal likely serves an adaptive purpose in helping us to maintain a vigilant posture when we are threatened."



As the environment becomes more crowded, people automatically become more safety-oriented, more prevention-focused and more sensitive to risk. When offered a choice between two promotional gifts – a box of cookies and a first-aid kit – consumers were much more likely to choose the first-aid kit when in a crowded environment.

Consumers' susceptibility to marketing messages was also affected, with messages framed in prevention terms becoming more persuasive than those with a promotion frame as crowding increased. Additionally, individuals in a crowded environment were markedly less-willing to participate in a real-money gamble, especially after a loss.



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●●● mobile research

Screen size correlates with completion rates

Any marketing researcher worth his salt knows that to have success with mobile, surveys must be optimized for mobile devices. To drive this point home, Fresno, Calif., research company Decipher Inc. conducted a study to explore the effects of mobile research on respondent engagement and data quality.

Survey starts on smartphones and tablets are up approximately 15 percent since 2012, while starts on desktop computers have declined the same amount since 2012. But as screen size decreases, so do completion rates: 76 percent desktop; 70 percent tablet; 59 percent mobile phone.

The study also examined dropout triggers on mobile devices. As expected, length is a primary contributing factor to dropouts for mobile surveys because completion time is longer on a smartphone than on a PC or tablet (10:46 for a 15-question survey on a smartphone vs. 8:16 on a tablet and 7:53 on a desktop).

Grids are well-known dropout triggers on any device but especially for mobile. First impressions also matter, as half of the dropouts were occurring on the first page, and numeric open-ends may lead to higher dropouts than text open-ends, perhaps because the former requires shifting to a different keyboard on a smartphone.



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MR must go public with privacy protection efforts

While I've long felt that the research industry does a solid job of safeguarding and respecting respondent privacy, it's clear from a recent study that we need to do a better job of calling attention to those efforts.

The study, conducted by the Global Research Business Network, an organization that encompasses 38 national research associations (including CASRO, MRS, EFAMRO, etc.) and over 3,500 research businesses on five continents, is based on a survey of over 2,000 individuals. It examined attitudes toward the (ab)use of personal data by domestic governments, search engines, social media firms and mobile phone operators.

On average, 31 percent of U.S. and U.K. citizens do not trust their government with their personal data. Although people are reasonably familiar with how personal data is collected and used, there is still a high level of concern: 45 percent of U.S. citizens and 40 percent of people living in the U.K. say they are very concerned about how their data is used.

Across U.S. and U.K. citizens, 38 percent said they had no trust in how Internet search engines such as Google and Bing are using their data, 53 percent of people said they had no trust in social media companies such as Facebook and

Twitter and 41 percent said they didn't trust market research companies.

That last number makes it "clear that the market research sector needs to more effectively demonstrate its commitment to protecting personal privacy," said Andrew Cannon, presi-

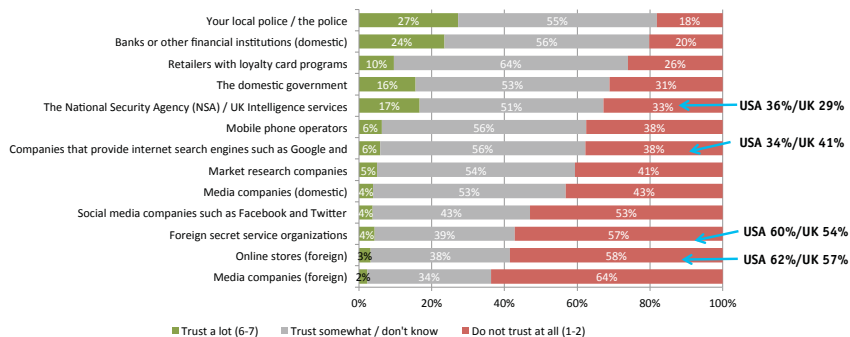


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Joe Rydholm can be reached at joe@quirks.com

Figure 1

Who Do People Trust With Their Data? selected examples (USA/UK average)



dent of EFAMRO, the European part of the Global Research Business Network, in a press statement.

"As a global network which seeks to promote and advance the position of research, GRBN, along with regional federations and national associations, has vowed to work hard to significantly improve the level of trust by strengthening self-regulation and supporting trust marks such as Fair Data," said Diane Bowers, president of CASRO, in a press statement.

Based on the study findings, the GRBN offers three marching orders for our industry. MR must: respect the

rights of MR participants; provide full transparency for how respondent data is obtained and used in the research process (by giving clear explanations, obtaining explicit consent and giving respondents the "right to be forgotten"); and promote the industry's ethical behavior.

(The GRBN effort, based on an original study conducted in Finland by CBI Cannon Business Insight, was conducted online between February 6-9 2014 by Research Now and includes data from 1,020 U.K. interviews and 1,015 U.S. interviews [weighted to be representative of the population aged 18+ in each country].)



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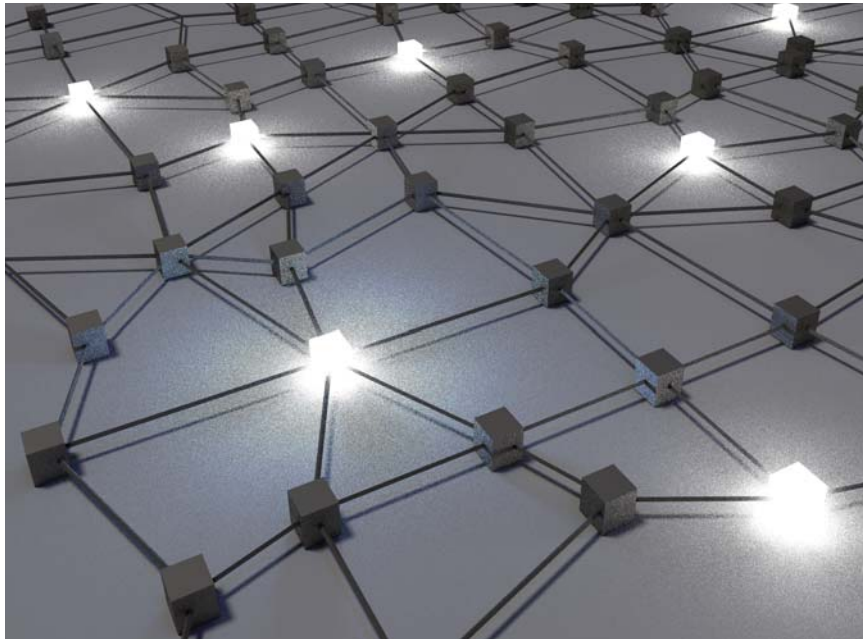


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... a digest of survey findings and new tools for researchers



// Survey Monitor



... social media research

Clusters, crowds and networks

Mapping how different conversations structure Twitter activity

People connect to form groups on Twitter for a variety of purposes. The networks they create have identifiable contours that are shaped by the topic being discussed, the information and influencers driving the conversation and the social network structures of the participants. Analysis by the Pew Research Center, Washington, D.C., and the Social Media Research Foundation, Belmont, Calif., of thousands of Twitter conversations finds there are six distinct patterns to the conversational and social structures that take place on Twitter.

Polarized Crowds often form around

political topics. If the subject is political, it is common on Twitter to see two separate, polarized crowds take shape. The participants in one group mostly do not interact with people in the other group. Those in each cluster commonly mention very different collections of Web site URLs and use distinct hashtags and words in their tweets. Each group centers on different influential tweeters.

Why this matters: It underscores that partisan Twitter users rely on different information sources and commonly do not interact with those on the other side on Twitter.

Tight Crowds are shared spaces of learning and passion. Many conferences, professional topics, hobby groups and other subjects that attract likeminded communities form the shape of a Tight Crowd. There are different clusters of

conversations in these networks but people are closely tied to each other, even to those in other groups.

Why this matters: These structures show how networked learning communities function and how sharing and mutual support can be facilitated by social media.

Brand Clusters are formed around products and celebrities: When well-known products or services or popular subjects like celebrities are discussed in Twitter, there are often many comments from participants who have no connections to one another. Well-known brands and other popular subjects can attract large, fragmented Twitter populations who tweet about the topic at hand but not to each other.

Why this matters: There are still institutions and topics that command mass interest but do not lead to the creation of connected conversations in a group.

Community Clusters are created around global news. Some popular topics may develop multiple smaller groups, which often form around a few hubs, each with its own audience, influencers and sources of information. Conversations in these Community Clusters look like bazaars that host multiple centers of activity. Global news stories often attract coverage from many news outlets, each with its own following.

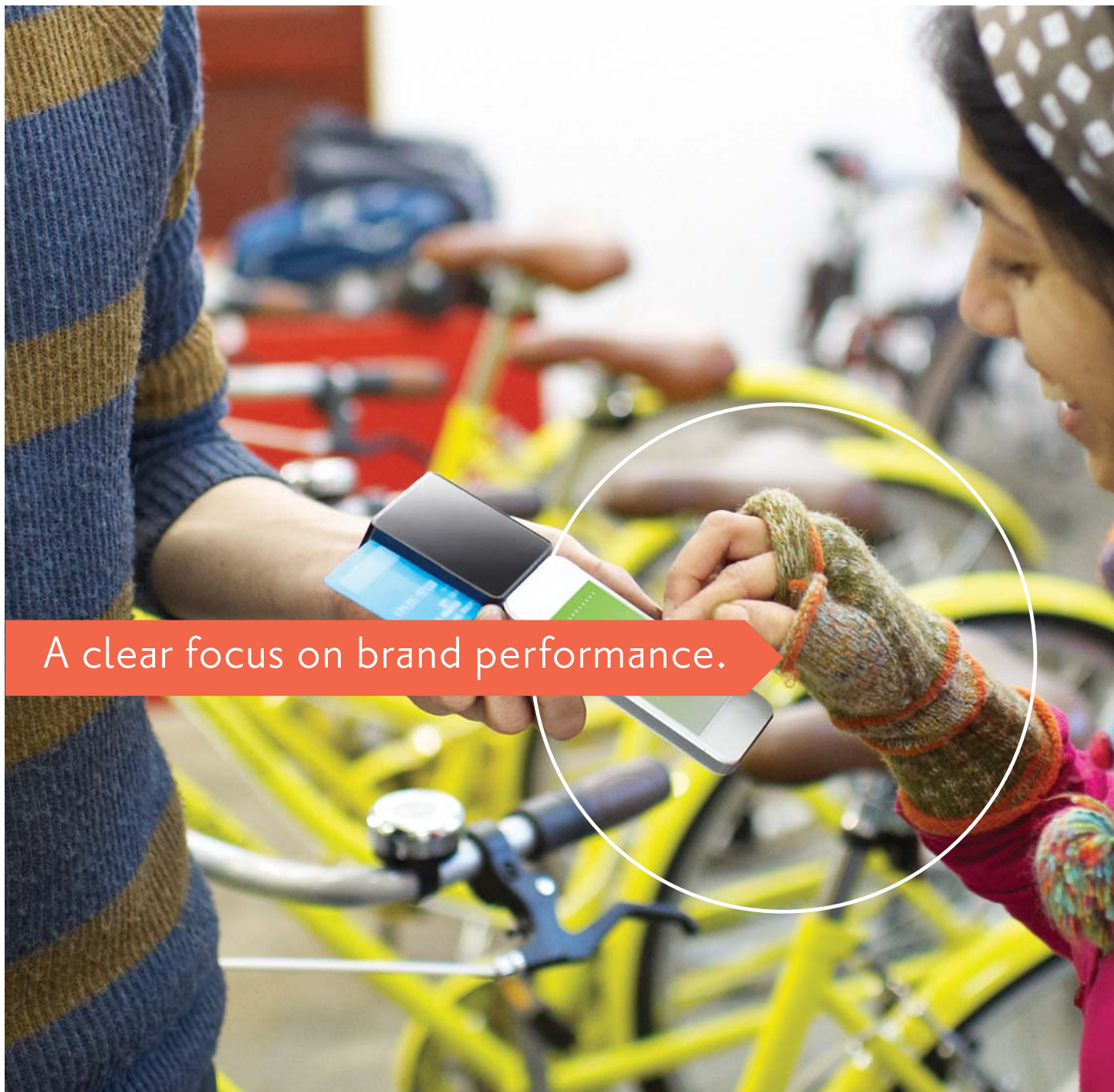
Why this matters: Some information sources and subjects ignite multiple conversations, each cultivating its own audience and community. Community Clusters networks can reveal the diversity of opinion and perspective on a social media topic.

Broadcast Network structures are created when people retweet breaking news and commentary from pundits. Twitter commentary around breaking news stories and the output of well-known media outlets and pundits has a distinctive hub-and-spoke structure in which many people repeat what prominent news and media organizations tweet. The members of the Broadcast Network audience are often connected only to the hub news source,



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without connecting to one another.

Why this matters: Broadcast Network hubs are potent agenda setters and conversation starters in the new social media world. Enterprises and personalities with loyal followings can still have a large impact on the conversation.

Support Network conversations revolve around a singular source. Customer complaints for a major business are often handled by a Twitter service account that attempts to resolve and manage customer issues around their products and services. This produces a hub-and-spoke structure that is different from the Broadcast Network pattern. In the Support Network structure, the hub account replies to many otherwise disconnected users, creating an outward hub. In contrast, in the Broadcast pattern, the hub gets replied to or retweeted by many disconnected people, creating an inward hub.

Why this matters: As government, businesses and groups increasingly provide services and support via social media, the support network structures becomes an important benchmark for evaluating the performance of these institutions.

www.pewresearch.org



●●● financial services
What Wells does well

Study ranks world's most valuable bank brands

Most U.S. banks are growing strongly, thanks to monetary policy that has driven a recovery in the economy.

And Wells Fargo, the world's most valuable bank brand, leads the charge, according to The Brand Finance Banking 500, conducted by U.K. brand valuation consultancy Brand Finance. Wells Fargo has added \$4.2 billion of brand value to reach a total of over \$30 billion.

Lending across a huge range of categories, the improved domestic economy has driven revenues and helped Wells Fargo overtake J.P. Morgan to become the world's most profitable bank.

In addition to benefitting from broader economic growth, the bank has made attention to customers central to its brand. Interestingly Wells Fargo also enjoys a more favorable reputation than its peers with the general public, whether customers or not. This is reflected in its enhanced brand rating, up to AAA-. Despite the success, Wells Fargo is closely followed by Bank of America and Citi, which have grown their brands by \$4.3 billion and \$2.8 billion respectively.

www.brandfinance.com



●●● media research
More, new, now

Binge-watchers value streaming services' original content

As popular original programming such as *Orange is the New Black* and *House of Cards* continues to surge in popularity and make the case for compulsory binge-watching, research from Chicago research company Mintel suggests that the streaming media

boom for television and movies is only just beginning. Nearly half of all online adults (46 percent) in the U.S. watched video content in the past month using a subscription video account, increasing to 71 percent of all 18-to-34-year-olds.

Multiple leading providers consider original content a chief means of establishing their brand: Netflix has already produced about 20 distinct pieces of original programming, including television series, movies, documentaries and standup comedy performances. Eleven new television series are in development, set to air in 2014 or 2015. Hulu aired 20 original exclusive series in 2013 and has 40 additional series in development. Amazon Instant Video is offering original TV programming as of November 2013.

Netflix is the clear leader for subscription usage, with about a quarter of all U.S. households carrying a Netflix subscription. Thirty-six percent of all adults had used it in the past month, more than three times the usage of the nearest competitor.

"Original content may be the most important means of differentiation between services but it is a costly means of establishing a brand name," says Billy Hulkower, senior technology analyst at Mintel. "For subscription services, the ideal amount of content is just enough to encourage continued membership – 20 new series on the horizon may not be necessary, unless most of these target different demographic groups. The strategy followed by HBO in the 1990s presents perhaps the best model for streaming subscriptions – producing a small number of high-concept, high-production-value series and special events. Brands that do not feel comfortable supporting their service with original programming should be angling for partnerships, particularly if each brand can bring a key element of service, with leaders in digital distribution collaborating with leaders in original content."

A cheaper route to differentiation might be through specializing in a specific genre or focusing on a particular demographic. For example, a service might excel in classic films, foreign films,

horror films, dark comedies or other commonly-sought-after segments. These segments could even be sold as individual subscriptions, with a lower price tag than current monthly subscriptions.

While today some 41 percent are only willing to watch TV shows or movies online if they are provided free of charge, 59 percent of respondents are open to paying for the online content. Similarly, only one-quarter of respondents prefer to sit through commercials in order to view content for free, suggesting that three-quarters, when given the option, will prefer to pay to watch content instead of having commercial interruptions.
www.mintel.com



●●● social media research Managing damaging commentary

Most brands not prepared to address customer complaints via social media

While brands are plagued by negative posts created by customers, competitors and employees, more than 50 percent don't have a strategy in place to manage this growing problem, according to a survey conducted by Social Media Marketing University (SMMU), Atlanta.

Nearly 60 percent of brands receive customer complaints via social media occasionally; 10.9 percent receive them somewhat often; and 4.9 percent receive them very often – and not for nothing, as over one-quarter of brands' reputations

have been tarnished as a result of negative social media posts; 15.2 percent lost customers; and 11.4 percent lost revenue.

However, nearly one-quarter of brands neither have a strategy in place to manage negative social commentary nor plans to develop one. Nearly the same percentage of brands are in the process of developing a strategy and 7.6 percent have strategies in place that are currently proving to be ineffective.

“So many brands are buying into the ‘friending equals spending’ mentality,” says John Souza, founder of SMMU. “They want the benefits of social media but aren't truly aware of the investment of effort that's required to see a return. As a result, this lack of effort rarely produces desired results and can lead to alienation of customers, fans and followers. It can even escalate to a backlash of negativity.”

Customers expect a response to a complaint posted on a brand's social media account within one hour but the SMMU survey found that only 17.6 percent of brands strive to meet this expectation. Most brands (52.2 percent) respond within 24 hours. An alarming 21.4 percent rarely or never respond to customer complaints in social media.

www.smmu.com



●●● foods/nutrition Overlooking labels

Could an updated Nutrition Facts label renew interest?

Nearly 20 years after the Nutrition Facts labels were put on the back of nearly every food and beverage in stores, interest in reading the label has steadily waned among U.S. households,

according to Port Washington, N.Y., research company The NPD Group. The U.S. Food and Drug Administration is proposing updates for the Nutrition Facts label to make it more relevant to today's consumers but according to NPD's ongoing food and beverage market research, consumers did read the labels when they first appeared but as time went on, many stopped checking the label for what's in their food.

NPD asked consumers their level of agreement with the statement “I frequently check labels to determine whether the foods I buy contain anything I'm trying to avoid.” In 1990, after the Nutritional Labeling and Education Act was passed, 65 percent of consumers completely or mostly agreed with the statement. That percentage decreased to 60 percent in 1994 shortly before the Nutrition Facts labels began appearing on food packaging and rose to 64 percent in 1995 after the labels were on food packaging. Since 1995, the percentages of consumers in agreement have ranged from a high of 61 percent to a low of 48 percent in 2013.

“The most likely reason for this decline is that the effort succeeded in educating Americans about what's in their food,” says Harry Balzer, NPD chief industry analyst. “After all, how many times do you need to look at the Nutrition Facts label on your favorite cereal or your favorite juice and any other food you routinely consume?”

NPD also tracks what consumers usually look for when they do read the Nutrition Facts label. According to NPD's Dieting Monitor, the top five items consumers who read the label look for are calories, sugar, sodium, fat and carbohydrates.

“It's a safe bet that Americans now want more information but be careful, there are always new issues that come up every few years,” says Balzer. “If the Nutrition Facts label is to continue to educate, it should allow for changes more often than once every 20 years. For example, gluten, probiotics and omega-3 were not on the radar screen 20 years ago.”

www.npd.com

Q

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Product and Service Update

••• social media research **Facebook cuts to the Core**

New Core Audiences options improve targeting via Facebook

Facebook, Menlo Park, Calif., has updated its targeting features via improved Core Audiences solutions, which include the targeting features built into all of Facebook's ad-buying interfaces. The updates aim to allow advertisers to reach precise audiences based on four main targeting types: location, demographic, interests and behaviors.

In the U.S., Facebook has also added Partner Categories to the Ads Create Tool, which was previously available only in Power Editor.

www.facebook.com

••• data analysis **Optimize and Analyze**

Two new tools from Cross-Tab

Mumbai, India, research company Cross-Tab has debuted the Cross-Tab Optimizer Suite (ctOS), designed to



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••• concept research

A global GutCheck

Agile research solution expands outside the U.S.

Denver research company GutCheck has launched GutCheck International, a multilanguage version of its automated-recruitment consumer insights solution. The initial product release supports 16 markets and is available in nine languages. The solution aims to deliver research quality via in-country research experts who provide the local knowledge and help design effective ways to encourage dialogue and gather feedback from specific audiences. <http://gutcheckit.com>



automate scripting, data management and charting; reduce internal errors; integrate with various industry tools and survey platforms; offer advanced reporting with API plugins; download data; create and share POV dashboards on the go; and draw data comparisons across markets, studies and time periods.

Separately, Cross-Tab has announced the commercial launch of Analyzer, its multi-device reporting and data analysis package. Features include a data storage and retrieval wizard; a choice of custom report authoring via a drag-and-drop tool or report templates; support for long-term data trending; and the ability to download and integrate raw and aggregated data from multiple studies.

www.cross-tab.com

with the Coalition for Innovative Media Measurement, New York, to expand its cross-platform measurement service, combining TV, radio, desktop, smartphone and tablet platforms.

The expanded cross-platform measurement service will include multiplatform advertising, mobile video, time-shifted viewing and children's viewing by incorporating person-level TV viewing data (obtained via the Portable People Meter technology licensed from Nielsen Audio) and set-top box viewing data, which includes viewing behavior from over five million households. The service also uses both panel and Census-based methods to measure online and mobile video viewing.

www.comscore.com

••• media research **Collaboration combination**

ComScore and CIMM partner to expand cross-platform measurement

Reston, Va., research company ComScore Inc. has collaborated

••• mobile research **Refreshing SODA**

Confirmit updates its Survey On Demand App

Oсло, Norway, research software company Confirmit has released version 3.0 of its mobile app, SODA – The Survey On Demand Application. Confirmit SODA is designed to allow marketing research agencies to capture

in-the-moment feedback from respondents. Updates include new program and field management capabilities; an expanded push notification system; and real-time views of staff location based on continuous GPS tracking.

www.confirmit.com

●●● retailing Real-time intel for retail

GroundCntrl launches SmartCheck for in-store intelligence

San Jose, Calif., research software company GroundCntrl has bundled its mobile platform and back-end analytics with on-the-ground resources to launch SmartCheck. The SmartCheck service is designed to provide retailers and brands a way to acquire real-time, in-store intelligence about their products, promotions and competitors.

SmartCheck is designed to deliver a searchable visual database that gives companies real-time visibility into their retail and promotional executions – and the ability for companies to modify the types of data being gathered by on-the-ground resources as a program happens.

The service is activated in three steps:

Engage: The team conducts a readiness assessment to understand what needs to be measured, gathered and analyzed.

Mobilize: SmartCheck mobilizes to collect and post the requested data, such as images of a new promotional display, product stocking levels, feedback on staff readiness to effectively deliver the product message or intelligence on competitor pricing.

Analyze: The field data is aggregated in real time into a searchable database, which customers can monitor via the intuitive online dashboards.

www.groundcntrl.com

●●● concept testing Video markup goes to iMarkIt

Itracks debuts real-time video content testing tool

Saskatoon, Saskatchewan, research company itracks has updated its iMarkIt concept testing tool to allow users to test video content – with no limit to the length of the video – and researchers and clients to view the feedback in real time.

The tool is currently being used to test television commercials, movie trailers and YouTube ads. In a secure testing environment, participants view the videos, stopping them at points where they can provide feedback. A range of markup tools, including text, highlighters and drawing tools, allow for project-specific initiatives.

iMarkIt is designed to integrate with third-party quantitative applications in addition to itracks' qualitative products. The product also comes with its own enhanced reporting.

www.itracks.com

●●● financial services Feeling out the news

Thomson updates big data solution for financial markets pros

Thomson Reuters, New York, has added its news sentiment data, including sentiment analysis of Twitter feeds, to Thomson Reuters Eikon, its flagship financial markets desktop. The new data is intended to allow financial markets professionals to identify trends and potential signals in huge amounts of unstructured data.

To cater to growing interest in tracking news and social media sentiment to gauge and predict the impact of breaking news on market prices and volatility, Thomson Reuters Eikon takes feeds from both Twitter and StockTwits and weights and analyzes sentiment using a proprietary methodology. The charting application aims to give financial professionals a clear picture of the volume of positive and negative tweets surrounding any given listed company, as well as advanced technical analysis. The feed incorporates identified key influencers, as well as a broad cross-section of all activity. Customers can also drill down into the underlying data to investigate what is being said and by whom.

<http://thomsonreuters.com>

●●● advertising research Targeting the like-minded

Custom Audiences helps aim advertising at consumers similar to existing customers

AdStation, Kansas City, Mo., research company Adknowledge's e-mail channel, has launched AdStation Custom Audiences, a product featuring targeting technology intended to allow advertisers to aim offers at new consumers via demographic data.

AdStation Custom Audiences utilizes response-based targeting algorithms that are powered by Adknowledge's demographic data of over 400 million consumers. This allows AdStation to target new customers for advertisers that match the existing customer base. The product is also anonymous, with advertisers' CRM data and highly secure. The deployment is transparent, allowing for control and brand-safe distribution.

www.adknowledge.com

●●● data analysis

Simplified stats

Statwing debuts automated statistical analysis tool

San Francisco research company Statwing has launched a data analysis tool designed to automate common statistical analysis tasks. First, the analyst tells Statwing which variables they're interested in relating. Then Statwing automatically selects the appropriate statistical test (including nonparametric techniques), runs it, translates the p-value and effect size into a plain-English sentence and selects the appropriate visualization for the data in question (e.g., binned scatterplots, paneled histograms, etc.).

Though Statwing does not require statistical proficiency, it also provides statistical output and every analysis comes with confidence intervals, effect sizes and checks for statistical validity. www.statwing.com

●●● media research

What we watch + what we buy

Nielsen solution pairs TV-viewership with transactional data

New York researcher The Nielsen Company has launched Local Buyer Reach, a solution designed to connect what viewers watch with what they buy by linking proprietary Nielsen local television-viewing data with actual consumer transactions and auto registrations. The solution extends into 40+ buyer categories, including automotive, retail shopping, quick-service restaurants and grocery stores. www.nielsen.com

●●● segmentation

Charting the FutureScape

New research approach targets high-yield consumers and opportunities

Nuremberg, Germany, research company The GfK Group has launched GfK FutureScape, an approach designed to identify and size a range of opportunity spaces within a market, prioritizing those with the most potential and then using segmentation to pinpoint the highest-value consumers to target.

The strategic assessment provided by GfK FutureScape is based on a holistic analysis of evolving consumer needs, the existing and emerging benefits offered in the marketplace and the company's own business strengths and assets. This perspective aims to increase the ROI of companies' growth and innovation investments by focusing resources on those spaces that are not only a good fit for their business but are also the most likely to deliver maximum growth. www.gfk.com

●●● diy research

Monkey around on mobile

SurveyMonkey debuts iOS app

SurveyMonkey, Palo Alto, Calif., has launched a SurveyMonkey app for iOS devices. The app features expert-certified questions and 160+ survey templates; the ability to send surveys via e-mail, social media and Web site; an analytics engine to filter, compare and analyze results; kiosk functionality; advanced features like skip logic and page randomization; and full security features.

The app is available for free in the U.S., Canada, Australia and most other English-speaking markets. Customers can upgrade to a paid plan via Apple's App Store or through SurveyMonkey. www.surveymonkey.com

●●● restaurant research

We are what we buy and eat?

IRI and Technomic launch Restaurant to Retail Insights

Chicago research companies IRI and Technomic have partnered to launch Restaurant to Retail Insights, a joint service offering designed to provide a holistic view of the food industry by combining consumers' retail point-of-sale data with insight into what those same consumers buy and eat at major chain restaurants. The customizable, cross-channel analysis is intended to enable collaboration between manufacturers, retailers and restaurant operators and generate opportunities to increase sales through innovation, product placement, licensing and co-promotion. www.iriworldwide.com

●●● Briefly

■ Survey Analytics, Seattle, has launched FlashLet, a solution for gathering and analyzing employee feedback. FlashLet aims to allow managers to take ownership of tasks; help break down, estimate and provide design for small increments of work; and promote improvements in version control, continuous integration, project build and project automation. www.surveyanalytics.com

■ Research companies Ipsos MediaCT, New York, and comScore Inc., Reston, Va., have introduced an offering that fuses the Ipsos Affluent Survey with comScore Media Metrix data to target affluent based on how they access media across channels. www.ipsos.com/mediact

■ Netherlands research company Nebu has released version 7.3.3 of its Dub InterViewer software, featuring 52 improvements. Updates include integration with run-e, a system for managing a CATI call center; capabil-

ity to publish surveys on Facebook; additional dHTML-plugins; and further improvements in the CATI-blacklisting function.
www.nebu.com

■ InsideHeads, a St. John, Virgin Islands, research company, has partnered with VerbalizeIt, a New York translation company, to use VerbalizeIt's human-powered translation platform to interpret live online chats in real time. VerbalizeIt interpreters are available in 11 languages.
www.insideheads.com

■ Norrköping, Sweden, research software company Dapresy has introduced Dapresy TurnKey Solutions, a research presentation solution that includes a completed, professional dashboard.
www.dapresy.com

■ Blue Bell, Pa., research company BehaviorMatrix has been granted a foundational patent by the United States Patent and Trademark Office that establishes a system for classifying, measuring and creating models of the elements that make up human emotions, perceptions and actions leveraged from the Internet and social media. The BehaviorMatrix patent, U.S. patent number 8,639,702, covers a method for detecting and measuring emotional signals within digital content.
<http://behaviormatrix.com>

■ Burke Institute, Cincinnati, has partnered with New York search engine MasterStreet to make Burke Institute's marketing research seminars available to professionals through MasterStreet's free search engine and booking platform for business and technology classes and training.
www.burkeinstitute.com

■ Harpeth Marketing, a Franklin, Tenn., marketing firm providing consulting and outsourced marketing services in the market research industry, has released a 20-page e-book, titled *Marketing & Sales for the Market Research Firm: A Content Marketing Guidebook*. The e-book is available as a free download at <http://bit.ly/1fFynUy>.

■ Washington, D.C., research company Artemis Strategy Group has released *Don't Just Talk to Your Audience, Persuade Them: Research for Effective Brand Positioning*, a 14-page e-book for corporate marketing and communication strategists and the researchers who support them. The e-book is available as a free download at www.artemisg.com/motivation-research/free-ebook.

■ Reston, Va., research company comScore Inc. has published a white paper, titled *Marketing to Millennials: 5 Things Every Marketer Should Know*. The paper examines media consumption habits of 18-to-34-year-olds. The paper is available as a free download from www.comscore.com.

■ Decipher Inc., a Fresno, Calif., research company, has firm, has released a white paper, titled *Participation of Mobile Users in Online Surveys*, drawing on data from hundreds of independent surveys across Decipher client projects. The white paper is available as a free download from www.decipherinc.com.

■ Schlesinger Associates, an Iselin, N.J., research company, has launched its PayerPlus panel, designed to incorporate influencers and decision makers with traditional payers to provide

access to executive-level clinical and business decision makers and influencers in health care.
www.schlesingerassociates.com

■ Research Now, Plano, Texas, has launched its Autoimmune Panel for Americans and Canadians who suffer from autoimmune related diseases, including celiac disease, irritable bowel syndrome, lupus, multiple sclerosis or psoriasis.
www.researchnow.com

■ Chennai, India, research company Krea has launched ONCO+, a panel focused on Indian Oncology. ONCO+ comprises an access base of 3,000 oncologists segmented by specialty; 150 key opinion leaders; and a validated base of cancer hospitals and clinics. Patients, caregivers and nurses are being added.
<http://krea.in>

■ The CASRO Institute for Research Quality (CIRQ) has awarded certification to New York research company Kantar Health for compliance to the ISO 20252 Standard for Market, Opinion and Social Research. Processes outlined in ISO 20252 are designed to produce transparent, consistent, well-documented and error-free methods of conducting and managing research projects.
www.casro.org

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Instead of big data, try value data

| By Suresh Subbiah and Darren Bosik

snapshot

To get the most out of big data, isolate the customer-centric metrics that are critical to your firm's business processes.

The global big data trend is driven by the business need to gather bigger research insights from the various types, and myriad sources, of data flowing into the business. Companies across all industries are betting on big data for their next strategic move, such as where to expand geographically and how to increase customer loyalty. Accelerating the movement is computer technology capable of analyzing terabytes and even petabytes of data. The data pile, no doubt, will only continue to grow.

Big data, it seems, is also big business. The median spending per company on big data projects in 2012 exceeded \$25 million in the telecommunications and travel/hospitality industries, according to Tata Consultancy Services. Wikibon reports that total revenue earned by technology companies in 2012 from big data alone exceeded \$11.3 billion for everything from computer software to consulting services.

The big data landscape is dotted with dozens of technology providers profiting from the trend. But as spending continues to grow, companies are increasingly challenged to implement their big data initiatives without difficulty. Survey results published in *The Wall Street Journal* showed that 80 percent of IT professionals involved in big data projects find it hard to secure talent to run the software; 76 percent are having trouble finding the right technology tools; and 73 percent do not understand the computing platforms. Oracle, in fact, did its own survey about big data and found that most companies are unprepared to tackle the big data challenge. While they understand the perceived benefits of big data analytics, 60 percent of executives rated their companies unprepared to leverage the data and

cite significant gaps in people, process and tools while 97 percent say they need to make changes to improve the big data process.

All just hype

Executives are frustrated over how to manage big data processes and many companies are beginning to wonder whether the messages from technology providers are all just hype. In fact, Gartner published a Hype Cycle report focusing on big data that shows the industry is just reaching the peak of its hype right now, with vendors flocking to the market, customers getting overly excited and not understanding the technology and the expectations about what big data can do for an organization being overinflated.

Whether or not big data is all hype is really a function of how well you can embrace the challenge. Companies understand they have enormous amounts of data which they need to analyze but they have a bigger need to understand how to manage it. So far companies that have big data at the core of their business have yet to yield any meaningful results. Some companies, such as Research In Motion, Netflix and JCPenney, have seen setbacks even though they have invested heavily in big data. They are employing predictive analytics for customer behavior, data mining of customer purchases and data modeling for media spending, yet they all failed to listen to and focus on what is important to their customers.

These and other examples teach us that executives who make decisions without first listening to customers are doomed to failure. Although they have massive amounts of big data at their disposal and are engaged in predictive analytics and other data-driven initiatives, it boils down



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to the bare principles of listening to customer feedback for success – feedback through both tactical and strategic types of surveys for example, where you collect customer input about services, new products and brand awareness.

Matters much more today

It comes down to focusing on what we call value data instead of big data. Value data are the bits of customer-centric research information that are critical to the business processes of your company – the core of what is necessary to succeed. Value data matters much more today than big data because we are doing business in a new era: the age of the customer. We have transitioned from several other eras of business, starting with the age of manufacturing at the turn of the 20th century, when for nearly 60 years companies like Ford and Boeing ruled the business world. As consulting firm Forrester says, the age of the customer is driven by a consumer's experience with a brand and their ability to make or break a brand's reputation overnight through social media conversations. Value data is critical to creating a deeper understanding of customer behavior and their experiences with your company.

Leveraging value data requires a change in thinking about how data flows throughout the business. Within many companies today, all departments and functions are trying to pull from the pile of big data that sits in legacy systems and data warehouses. They attempt to make sense of the data that exists across multiple communication channels and internal departments, including HR, shipping, marketing and sales. All of this is leading to

what we mentioned earlier: frustration and analysis paralysis.

The new value data infrastructure is one where data flows more smoothly throughout the enterprise. Each department winnows down the customer data points that are necessary to the functions of their organization within the larger enterprise. Reducing data waste by 30-40 percent gets you much closer to the metrics that matter, the data that can improve your workflows and the ability to allocate resources for more important business initiatives.

The value data that exists in your company is a function of the different types of market research data at your disposal, whether it be structured data (from customer surveys) or unstructured data (from social media). Technology platforms exist to help you capture, manage, distribute and analyze all of this information and narrow it down into the nuggets that matter – and even ensure that it flows throughout the enterprise in real time.

Scores of metrics

As an example of value data, first think of the multitude of data flowing into and out of the customer service call center. There are scores of metrics the call center can track to manage its business process and understand its success. These metrics include first call resolution, customer hold time, customer complaint volume and time to resolve complaints. If the call center manager were to do big data analytics by looking at the terabytes of information at its disposal, he or she might still be frustrated and time will not have been spent wisely. The value data process, however, focuses on the one

or two metrics that matter to the call center, the KPIs that it really needs to succeed. This metric can be tied to its business process and is rooted in customer feedback.

Let us look at first call resolution (FCR), for example. Companies spend thousands of dollars trying to track this metric and get their numbers aligned with the business goals of improving customer service. FCR improvements are often correlated with other metrics, such as repeat call volume and customer satisfaction. Improvements in FCR can save money across the company. But the big work comes with gathering the data, analyzing it effectively and tracking the results.

The call center value data, however, can lie in one metric, which is achieved by narrowing the customer feedback down to a single question – one that has gained traction in recent years – the customer effort score (CES), which asks customers, “How much effort did you personally have to put forth to handle your request?”

CES is a good example of value data because it achieves a lot with very little effort. CES focuses on organizational changes in customer service and makes it easier for customers to have their needs fulfilled. In 2008, the Corporate Executive Board argued that what customers really want is to simply be given a satisfactory solution to their service issue. After conducting structured interviews with customer service leaders and a study of more than 75,000 customers, the Corporate Executive Board found that CES tops the charts with the highest predictive power for customer satisfaction. The research claimed that excessive levels of customer service

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(such as offering free products or services) will only make customers slightly more loyal to the brand and to achieve customer loyalty organizations must reduce the effort that customers exert to get their problem solved.

CES is an example of value data because it is a KPI that can highly predict business objectives (namely customer loyalty and satisfaction) without the dependence on other excessive amounts of data inputs. It is getting to the value data in a much more simplistic way – and it is eliminating other data points, such as customer satisfaction, repeat call volumes and customer time spent on calls.

It is essential in today's age of the customer for businesses to manage customer satisfaction. Another example of value data that is driving the customer decisions of many companies is Net Promoter Score (NPS), a customer loyalty metric developed by Fred Reichheld, Bain & Company and Satmetrix. NPS is based on the fundamental perspective that every company's customers can be divided into three categories: Promoters, Passives and Detractors. By asking one simple question – “How likely is it that you would recommend [your product or service] to a colleague?” – you can track these groups and get a clear measure of your product's performance through your customers' eyes.


Critical stage

Big data has reached a critical stage. The market is poised to grow to more than \$50 billion by 2017 but more than 55 percent of big data projects fail. With so much opportunity coupled with hype and misinformation, we are in the midst of the big data Wild West. With value data, the opposite is true. To achieve breakthroughs in customer insights, value data can bring bigger benefits. Companies need to invest less in technology for managing big volumes of data and more in technology that allows real-time access to value data.

Once you have established your value data streams and their associated KPIs, it is best to create a living dashboard that can track metrics in real time and easily share the results throughout the enterprise with relevant executives. This technology also creates the means for gathering customer feedback – the feedback as-

sociated with value data points such as CES and NPS. Behavioral and attitudinal insights collected from qualitative and quantitative research from panels and online communities are a goldmine for building better customer profiles to grow loyalty. These are benefits you gain by deploying an EFM suite with features for developing surveys for computers or mobile devices, building online communities and panels and analyzing data from social media and questionnaires.

The big data trend won't go away

anytime soon. But by changing the focus to value data, companies can take a better step toward easily managing customer feedback and making faster, more relevant marketing research-based decisions. 

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●●● business-to-business research

Moving them from consideration to purchase

10 tips for creating a great content marketing strategy

| By Lorie Loe



snapshot

From white papers to social media, a survey of business-to-business buyers sheds light on the types of corporate-generated content that drive sales.

Take just a moment and think about how the Internet has fundamentally changed the traditional sales cycle. Gone are the days when your business-to-business customers immediately picked up the phone or requested an in-person meeting to hear about your products or services. Instead, they're now taking matters into their own hands. They're visiting your Web site and your social channels. They're reading white papers and case studies, attending Webinars, becoming educated and, in many cases, even making a buying decision long before they speak to you directly.

This is the unstoppable force behind the rise of content marketing. Companies, in essence, have become publishers. They must feed the insatiable appetite of their business-to-business customers for information. Across all industries, marketers now spend \$44 billion a year on custom content, according to an April 2013 study by the Custom Content Council. In the technology industry alone, enterprise buyers download an average of eight informational assets during the technology purchase process, according to 2013 research by IDG Enterprise.

Each year, we at Eccolo Media, a boutique content marketing agency headquartered in San Francisco, conduct a survey to find out just what kind of content and distribution channels are favored by business-to-business audiences. While our research focuses specifically on the attitudes and behavior of more than 500 technology buyers (everyone from C-level executives to developers/programmers) at large, mid-size and small companies, the survey's insights can easily be applied to other industries and other buyers.

In the past six years of conducting our survey, we've learned a lot about how to implement an effective content marketing strategy, from which content types have the most influence on the sale to which distribution channels are most popular. We've condensed our knowledge into these top 10 tips for creating a great content marketing strategy. Enjoy!



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able second in terms of imparting influence over a purchasing decision.

These findings echo other recent research. IDG Enterprise reports that Web sites are one of the top-five content sources buyers turn to. In short, a corporate Web site that is carefully planned, refreshed regularly and leveraged as a channel to engage with prospects remains a vital strategy to build customer loyalty and increase revenues.

3. Make the move to mobile.

For our most recent edition of the survey, 10 percent of respondents took it on a mobile device and 71 percent say they regularly consume vendor content on a mobile device as part of considering a technology purchase. Content marketers are taking note: 38 percent of B2B marketers told the Content Marketing Institute they produce content specifically for mobile platforms.

It's no longer enough if just your Facebook posts or tweets are mobile-friendly. In our survey, white papers are the most frequently-consumed vendor content on a mobile device followed by case studies, videos, product brochures and podcasts.

As you optimize your content for the mobile environment, keep in mind that one-quarter of our respondents were willing to consume more vendor content on a mobile device if it was shorter and more digestible, while 19 percent wanted more easy-to-read formats.

4. Understand the nuances of social media.

While mobile is an all-important distribution channel, so too is social media. Eighty-one percent of marketers now create content specifically for social media and more than 40 percent expect to increase their output of social content, according to the Custom Content Council.

What kind of content should you push to social? Our respondents consume almost every content type, including white papers (16 percent), case studies (14 percent), videos (11 percent) and podcasts (9 percent).

The primary channels our buyers consume content on are Facebook (36 percent) and LinkedIn (33 percent). But they also receive content through YouTube (21 percent), Twitter (20 percent) and Google+ (20 percent). Interestingly, while respondents consume more content on Facebook than LinkedIn, they perceive LinkedIn as the better place to get such content. This is especially true for our enterprise respondents. This perceived

1. Focus on white papers.

There's been lots of talk about the death of the white paper but it's just that – talk. While the white paper has lost some of its influence as other content types, such as video, have become popular, it remains the most-consumed and the most-influential content asset marketers can produce, according to buyers from our survey. Half of all our respondents describe white papers as “very” or “extremely” influential in their purchase decision-making. They're also among the most helpful assets in every phase of the sales cycle, from pre-sales through final sales. They're even the content type most accessed on a mobile device.

Keep in mind, however, that these white papers need not be the old, text-heavy standbys. Many are highly visual and interactive. Our respondents like white papers that are well-written and that cover industry developments. But they reject white papers that focus too much on vendor and product information. Buyers, in fact, rate “too much marketing hype,” “lack of truly independent, unbiased information” and “information is too general” as their top three dislikes of white papers, according to IDG Enterprise.

Our results suggest marketers have a tremendous opportunity to leverage white papers to engage and influence buyers – if they focus on industry developments and limit discussion of vendor product information.

2. Focus on your company Web site.

Creating engaging content is just half the battle. Smart companies also know how and when to share it with their potential buyers and no other distribution channel is more important than your company Web site. Browsing a vendor Web site, in fact, ties with “forwarded from a personal contact” as the most frequently used channels, according to our survey. When we ask respondents to rank the “influence” of distribution channels, vendor Web sites come in a respect-

preference for LinkedIn is supported by other recent research. Three-quarters of B2B technology buyers rely on LinkedIn, while less than half turn to Facebook, according to IDG Enterprise. Marketers seem to be responding in kind, as 91 percent used LinkedIn, followed by 81 percent for Facebook, according to the Content Marketing Institute.

What does this mean for your content strategy? In the longer term, it may be wise to funnel more resources to LinkedIn if buyers perceive it as the best channel for consuming vendor content.

5. Pay attention to company size.

When it comes to content, one size doesn't fit all. Your strategy must take into account the size of the companies you are targeting. Small business buyers behave differently from those working in the mid-market, just as those in the mid-market act differently from buyers at large enterprises.

In general, mid-market companies and large enterprises consume all asset types with more frequency than

small businesses. They're also more likely to describe the content they consume as "very" to "extremely" influential. Small business respondents also consume less social media content than those from mid-market and large enterprises.

If you're targeting small businesses, you need to work especially hard to understand their unique pain and deliver content that captures their interest.

6. Make your content interactive.

What's a simple way to increase the influence of your content? Add interactivity such as hyperlinks, embedded audio, video or graphic elements. Our respondents perceive interactive content as more influential and more than two-thirds will interact with content to receive additional information from vendors.

Think about how interactivity can be used to take users more deeply into the buyer's journey. Remember, however, that interactivity must enhance the user experience. Buyers, for example, won't always click on a link if they're not

certain where it will take them or if the link is relevant.

7. Create content for all phases of the sales cycle.

Smart marketers understand how to lead a potential buyer through the distinct phases of the sales cycle. In the pre-sales phase, they make buyers aware of a serious problem. In the initial sales phase, they help buyers understand that problem. By the mid-sales phase, they are identifying general, vendor-agnostic solutions to the problem. By the final phase, they're talking specifically about how their company and their solutions make the most sense.

Certain content types fit better in certain phases of the sales cycle. In general, shorter, more eye-catching content is most effective at the pre-sales phase (you're really trying to capture a buyer's attention, after all), while longer, more technical content is best for the end of the sales cycle. In our survey, we found that blogs are most helpful in the pre-sales phase (32 percent) and infographics come in second at 28



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percent. White papers score highest in the initial phase; case studies capture mid-sales; and technology guides are most helpful in the final phase.

8. Continue to create even after the sale is over.

Even after a buyer makes a purchase, your work doesn't stop. This year, for the first time, we asked respondents about their attitudes after the sale is completed. Seventy-two percent say it's important or very important to receive ongoing content from the vendor.

When asked to rate the top-three content types they would consume after a purchase, respondents ranked white papers highest. Case studies had the second-highest ranking (66 respondents) and technology guides third. This is essentially the same types of content that buyers most rely on before and during the sale.

It's important, then, to deepen your customer relationships by extending your content strategy to after-sale communications. Targeted communications can effectively pump up customer loyalty and create up-selling and cross-selling opportunities.

9. Don't create more content, create smarter content.


It might sound counterintuitive, but in the last few years, our respondents report the content they consume as part of a purchasing cycle is becoming less influential. Why? Three years ago, content marketing was the hot new trend and buyers were dazzled by the volume and variety of assets. Now, however, they have become much more discriminating, less apt to find content influential just because it's available.

As a result, the job of the content marketer has become more challenging. Any content produced must be of the highest quality, capturing the attention of the finicky buyer with the right message at just the right time. Thus, the lesson is: Don't create more content, create better content. Focus on quality, relevance and variety rather than volume. Think about core assets that articulate your value proposition for your specific audience and then repurpose the heck out of it across formats and distribution channels.

10. Keep what works, and explore what's new.

Our survey highlights the importance of traditional collateral types such as case studies, brochures and technology guides. In particular, white papers reign supreme as the most-used and -influential asset type throughout the purchasing process. In addition, 31 percent of our respondents consume customer magazines/publications.

Still, business-to-business buyers are increasingly turning to newer formats such as infographics, e-books, blogs and

videos. Marketers must find the right balance between the old and the new. Those who neglect traditional content in favor of newer formats risk losing out on some of the most efficient and effective ways of reaching their target audiences. Those, however, who focus solely on traditional asset types will also miss out on opportunities to reach new customers. 

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Taking the good with the not-so-good

Overcoming the obstacles to effective B2B panel research

| By Pete Cape

snapshot

Pete Cape offers thoughts on the differences between consumer and B2B research and looks at some of the issues involved in researching B2B respondents online.

Normally in research, the time pressure is on the researcher; this could be to develop the questionnaire more quickly or complete the fieldwork one day sooner. On the telephone the respondent faces fewer time pressures, save those they impose on themselves in agreeing to take the survey when they perhaps ought to be doing something else. Once in the survey itself all the control of time is in the hands of the interviewer. They set the pace, ask the next question when they are ready and are the only ones in the conversation who truly know how much longer it is going to take.

But not in business-to-business (B2B) research. Here, the time pressure is all on the respondent. We contact them at their place of work – so not only do we make demands on personal time, we also ask for company time in which to fill out the survey. Any experienced B2B interviewer can attest to the time it takes to make that first appointment to even speak to the respondent and

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the persuasive effort required to book the time for the interview itself. Given the pressure to do real work, it is not surprising perhaps to find that our surveys are not the No. 1 priority on the B2B respondent's to-do list for today.

A way out

Online interviewing offers a way out of this. The online survey can be stopped and started in the respondent's own time, completed to their rhythm. They have all the time they need to contemplate the questions and think about their answers. Take this one step further: They have no need to complete the survey during working hours at all. Once at home, the doctor doesn't stop being a doctor, the CEO is still a CEO, etc. Another step: Once the survey is being done in consumer time, then the topic and nature of the questions can be more consumer-styled. All those questions about ads seen or brand imagery and association suddenly don't seem so pointless when you are sitting on your sofa rather than at your desk.

If online offers the solution, why is it not the universal solution? The short answer is sampling or rather the lack of ready access to the B2B samples that researchers need.

Of course there are many consumer access panels and if B2B people become "consumers" after 5 p.m., then why can't we simply use consumer access panels as the source?

For many target audiences we can. Around 46 percent of the U.S. population is in employment, 66 percent of those aged between 16 and 64. Unfortunately, the vast majority are of only occasional interest to B2B researchers and clients. Teachers, nurses, shop workers and secretaries, builders and clerks, preachers and refuse collectors: All do valuable work but their opinions are not often sought out. The exclusive nature of the most sought-after B2B respondents – IT professionals or C-suite executives, for example – can render the consumer access panel useless for the researcher's needs.

Another factor weighs against the consumer access panel: the nature of B2B sampling. More often researchers are interested not only in the views of top executives but top executives from

the nation's largest companies. A consumer access panel would have to be vast to have any chance of including any of our target audience, assuming that a top executive would be even remotely interested in, or have the time for, being a member of a consumer access panel. Traditional telephone approaches to B2B sampling guarantee you are at least knocking on the right door and you know the right person exists behind it, even if it is hard to get someone to answer.

When our target audience is more mundane, the consumer access panel offers huge advantages over traditional B2B sampling procedures. Traditionally a researcher would sample companies and ask for the target person within the company. Imagine the target is secretaries. Some (most, perhaps) companies have more than one secretary. On the call being answered by the switchboard, how does the switchboard operator decide which secretary should be selected? Alternatively, how does the interviewer decide which one to ask for? In either instance the practicalities impart a systematic bias on the sample.

Another bias also results. Your final sample will be biased towards secretaries who work in smaller companies. To understand this you need only think of the probabilities of selection for the study. Assume any single-company telephone number has a one in 100 chance of selection. A secretary working for a company where s/he is the only secretary has a one in 100 chance of selection. A secretary working in a company where they are one of 100 secretaries has only a one in 10,000 chance of being selected. This is in essence the same problem that consumer researchers struggle with in telephone sampling and that is solved by using Kish grids. Imagine having to ask the switchboard operator for the name of every secretary in the company before making a random selection!

In traditional methods then, the sampling of companies is the first stage and the absence of random procedures at the second stage can result in a sample that is not representative. Using access panels the target person is taken out of

their company and put in the sample frame along with all other people who do the same job. The selection procedure is single-stage with equal probabilities. Assuming the propensity to join an access panel is not related to employment choices, then the sample is representative. The same would be true for all job types were it not for the fact that they are scarce and there is a bias away from joining access panels.

In order to provide online access to specialty occupations, it is necessary to build specialist B2B panels. This is not without its problems.

The first problem is that members of the panel may not have enough surveys to complete. Many B2B audiences are irregularly researched, so any standing panel would simply melt away over time. While of course it is possible to replenish the panel and/or maintain it with dummy work, this all adds to the cost for using a panel and increases the risk on the part of the panel company who builds it speculatively. This problem has a domino effect on sample-size feasibility. Panel companies are unlikely to have standing panels large enough to undertake very big samples of very particular job titles.

The second problem relates to people moving jobs. Person A, the IT director at Corporation X is of great interest and value but only because he represents Corporation X. As soon as he switches to a new and exciting role at Startup Y, he is no longer of any interest. This turnover leads to update and replenishment costs.

The need to replenish and maintain also brings opportunities to enhance the profile of the panelist. Panel companies can find out more about their panelists, moving beyond job title to role functions perhaps, bringing a deeper and/or broader understanding of the person and allowing for more targeted access.

Finally, we have the unpalatable side of all access panels: the presence of fraudsters. Small in number, in total they are disproportionately attracted to the relatively highly-rewarded B2B studies. The effort involved in catching these people, should they get past our barriers, can be substantial.

What are the solutions?

We've outlined lots of problems; so what are the solutions? How can B2B be done effectively online? How can we utilize the consumer access panel resources we have? How can we reach those hard-to-reach groups?

Let's start with the hardest part first – getting access to the elusive C-suite executives. We could follow the traditional route and use telephone recruitment. But that is difficult, expensive and doesn't solve the underuse/maintenance problem. Possibly it is better to think about a shortcut: Maybe we need to access B2B respondents through third parties that hold relationships with them. These may include publishers (for example, trade press readership), loyalty programs (business travel, corporate credit card, etc.) or other sources. These sources may not be as pure from a sampling point of view but their use is normal in the B2B world. The pre-existing relationship does the maintenance part; the market research is just an occasional extra.

This approach has the advantage

in that it circumvents the fraudster while getting closer to our target audiences. To deal with the fraudster issue we may also need to independently verify the person. By calling their place of work, where switchboards are almost certain to be answered, it is relatively easy to establish that they are who they say they are. This has the secondary benefit of providing a cross-reference to the company that is so important for sampling.

Talk to the right people

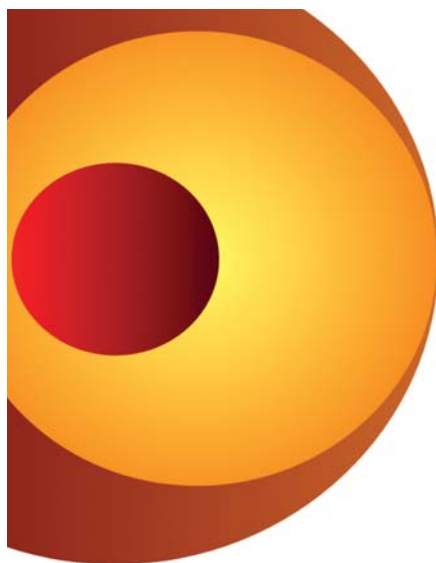
Combinations of approaches have always been the practical realities in B2B research and with online this doesn't change. It is usually more important to talk to the right people than it is to worry about consistency of sample sourcing. Hybrid approaches, using samples from consumer panels and specialist panels, perhaps even incorporating phone-to-Web (or Web-to-phone, for that matter) can all, and should all, be part of the B2B researcher's armory.

Finally, we need to think about the value of the people we have and

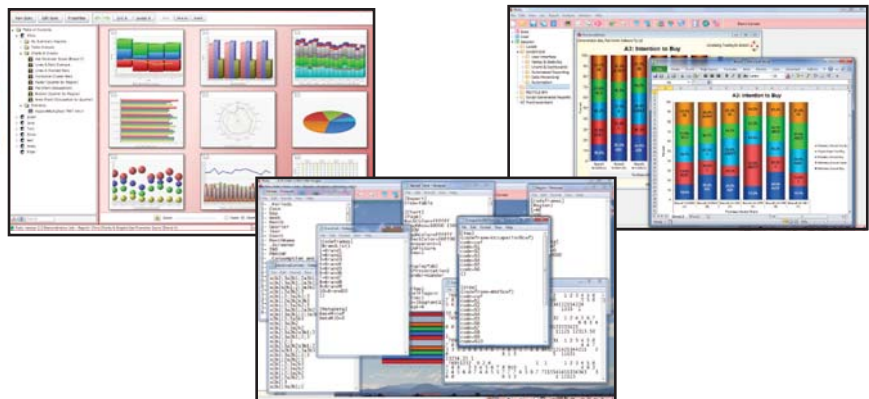
ensure we manage the relationship actively and sensibly. Senior IT professionals, for example, should be interviewed about topics that concern them or about hand-picked general topics that are perhaps more interesting than the average. Care and attention must be taken in every part of the market research process; these respondents are valuable and must feel valued for their opinions. This goes way beyond monetary rewards (such people don't need the \$0.50 we might offer) and touches on human motivation: the need to feel valued, to be part of a community, to know that they are good at what they do and that they freely chose to do it.

By paying attention to the details we open up the possibility for B2B researchers to enjoy what their consumer colleagues have had for the past 10 years: the best and fastest data collection methodology in our toolbox. ①

Pete Cape is global knowledge director at SSI, a Shelton, Conn., research company. He can be reached at pete.cape@surveysampling.com.



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Tomorrow is closer than you think

What will it take to win in the B2B sphere in 2020?

| By Leslie Pagel



snapshot

Walker's Leslie Pagel outlines strategies for how B2B firms can align their current and future customer experience practices with the needs of their markets.

The year 2020. In saying it, we tend to picture a time much further in the future. Customers today already know more and expect more. Fast-forward six years and there's little doubt the bar will be set even higher and new priorities will have emerged.

So, who will win in 2020? Arguably, it will be the most forward-thinking companies – those that consciously and deliberately work at anticipating the future needs of their customers and devise strategies to deliver. The winners of 2020 are those who begin preparing today.

To better understand those strategies and reveal a clearer picture of what B2B customer experience will look like in the not-too-distant future, our firm, Walker Information, an Indianapolis customer intelligence consulting firm, collaborated with CustomerThink and the Chief Customer Officer Council to conduct a robust study, Customers 2020, which included in-depth interviews, roundtable discussions and an online survey. Walker collected and synthesized input from nearly 300 customer experience professionals from large, multinational business-to-business organizations, representing a range of industries.

Our research incorporated several initiatives:

- In October 2012, Walker conducted roundtable discussions with 31 business leaders and customer experience professionals. Their views reflect large, global B2B companies from a range of industries.
- In-depth interviews with 35 executives, including CEOs, executive vice presidents and senior directors were conducted to explore the common themes that emerged from the roundtable discussions. The discussions focused on how customer expectations are likely to change in 2020, what companies need to do to meet customer needs in the future and how customer experience professionals must evolve.
- A quantitative survey was conducted with 204 customer experience professionals to validate the findings from the in-depth discussions. They represent a range of industries, company size and titles with responsibilities for supporting the development of customer strategies.



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- Findings were reviewed with a panel of chief customer officers for validation.

Three expectations

There is no denying that customer expectations are changing. There are three expectations that B2B customers will demand from those they choose to do business with.

1. There will be no room for strangers.

What we mean by this: Well-informed customers will want to do business with companies that know them and their business intimately, have a clear understanding of where it's headed and can design an experience that meets their needs.

What companies must do: As customers demand a more personalized experience, companies will be forced to learn more about the customer and integrate this knowledge into the experiences that customers have with the product and services.

2. Immediate gratification is not fast enough.

What we mean by this: The speed

of innovation continues to accelerate, shortening the product life cycle. Customers no longer buy products that withstand decades. They buy products and expect them to be updated as their needs evolve.

What companies must do: Being proactive isn't just about R&D or product development. In order to retain customers, companies must continually anticipate needs at each stage of the customer life cycle and proactively respond. It relates to every aspect of the customer journey. In the most agile and prepared companies, marketing will seek to anticipate the future needs of the market to craft branding strategies and campaigns that create awareness. Sales teams will seek to know where their customers are headed and anticipate what they'll need in the short term and long term to deliver client success. Customer service will need to know enough about the customer to anticipate issues and proactively engage in a resolution.

In addition, the metrics that companies use will evolve too. Today,

companies put a great deal of emphasis on metrics, such as operational or financial data, that explain what happened in the past. While these descriptive metrics will continue to be important, to anticipate future needs, companies will place greater emphasis on more predictive metrics that come from forecasting and predictive analytics.

3. Customers will want to interact on their own terms.

What we mean by this: Customers will want to do business with companies that provide a consistent, informed and superior experience across all channels of communication, taking into consideration that customers will have different preferences. Customers will expect to interact using their preferred method.

What companies must do: Complexities inevitably exist in managing different methods of interaction. Information must be consistent across channels to meet customer needs. Companies need to enable communication across an increasing number of platforms and ensure a consistent experience regardless of how the customer chooses to communicate.

Require new skills

So, what do customer experience professionals need to do now? Nearly every facet of the customer experience function will expand, bringing more transparent evidence of value and more precise direction for driving results throughout the enterprise. The scope of the customer experience professional will broaden in the coming years. More and different responsibilities will require new skills and people to accomplish the necessary tasks:

Chief customer champion.

Regardless of title, there must be someone in the organization – reporting to the CEO or another top executive – charged with creating a relentless focus on the customer throughout the enterprise. His or her primary objective is to drive customer retention, growth and profitability by creating engaged customers. The chief customer champion will lead cross-functional teams focused on priori-



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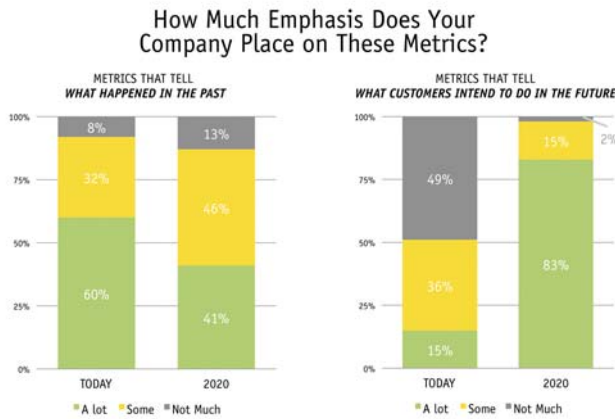
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Figure 1



Figure 2



tizing customer initiatives, aligning the right resources to priority areas, tracking the execution of plans and implementing change that improves company performance. The champion will also manage resources that are focused on creating an infrastructure to support awareness, understanding and use of customer intelligence throughout the enterprise.

Information architect. To ensure the effective use of customer-focused metrics throughout the enterprise, IT support will be needed for two activities: to align disparate sources of customer information and to create an infrastructure for enterprise-wide accessibility. While this resource might not report directly to the chief customer champion, the champion will have the authority to influence IT-related initiatives. Therefore, the champion should maintain a close relationship with the CIO.

Data scientist. Data scientists will lead the way in determining how companies can best leverage multiple sources of information to predict

customer behaviors and perceptions and will work with subject-matter experts to use these predictions to prescribe action. Turning big data and predictive analytics into practical and useful sources will be the charge of the data scientist.

Top account support. In the B2B world, strategic accounts deserve to be treated as high priority. The chief customer champion will play a key role in this by ensuring the organization understands the unique needs of its top accounts and has the right support ecosystem to build trust and loyalty at every level of the organization. These resources will share customer intelligence related to individual accounts, will review account plans to ensure customer needs are addressed and will track the execution of account plans. In addition, because this resource will have oversight of top accounts, they will share best practices and approaches that have been used and will look for systemic issues across top accounts.

Engagement creator. Getting and

keeping customers engaged will be a strategic initiative for B2B companies in the future and companies should plan to assign resources to develop this engagement. The role of the engagement creator will deliver two primary benefits. First, customer engagement and collaboration will help prioritize and guide strategic initiatives resulting in greater return. Second, by connecting customers with each other, they will share best practices and offer support, lowering the cost-to-serve and increasing the value customers receive.

Evolve to meet customer needs

What gets measured gets managed and what is being measured today will evolve to meet customer needs of the future. Today, many customer-focused metrics such as Net Promoter, satisfaction and loyalty are narrowly focused on solicited feedback from surveys. While solicited input will continue to be used, companies will progress to include a more holistic measurement of customer engagement.

As 2020 approaches, companies will look for a way to tie all of their customer information, no matter where it comes from (Figure 1), together into a clear, understandable measurement of customer engagement. In addition, as shown in Figure 2, more and more companies will seek customer metrics that predict future behaviors for all customers, not just those filling out surveys.

We believe a customer engagement metric will soon begin playing a significant role in demonstrating the value of customer experience initiatives and ultimately will be viewed at the highest levels as a leading indicator of growth.

Unlike most metrics today that solely rely on one dimension of the customer experience, customer engagement will seek to measure a more holistic view of the customer. While it will be highly customized to reflect the unique customer strategy and business objectives, it will include four common elements:

Product usage: Companies will want to monitor and explore from all angles how customers use their products. Data that will be helpful

will include things such as the range of products purchased or installed, the extent to which the product is being fully utilized and the number of people engaged with the product.

Sentiment: Sentiment includes the feelings and attitudes that customers hold and considers things such as how often the customer provides feedback and the magnitude of their feelings. Of course surveys are one source of customer sentiment but companies should consider other sources, such as input from frontline associates, social media and customer advisory councils.

Involvement: Companies should look at the ways a customer participates in the firm's business. The emphasis on involvement is customer activity, independent of their thoughts and feelings. Involvement includes things such as a customer's willingness to share a case study, be a reference or give a referral, follow the company on social media sites and collaborate or co-create solutions.


Competitive position: Likely the

most difficult for companies to gather, competitive position considers how engaged the customer is with other alternatives in the market. It seeks to understand share-of-wallet, the degree of difficulty involved in replacing or substituting products and customer preference for all companies in the marketplace.

(One of the findings from Customers 2020 was that "ease of doing business" is a top priority for customers. In fact, a recent study found that six out of 10 CX professionals believe simplifying products would have the higher impact on customer loyalty than any other improvement. What's more, it is estimated that ease of doing business is a top driver of loyalty for more than 75 percent of B2B companies. Recognizing the potential business impact, Walker conducted a new study, titled The Value of Making it Easy, which focuses on helping customer experience leaders be the catalyst for change in streamlining procedures and simplifying processes for customers and partners.)

Difficult to harness

There are pieces of customer information lurking in every area of today's companies. Without a collective view and purpose, organizations within enterprises gather customer information based on their own individual needs. This volume of data is difficult to harness and in many cases, companies don't have a complete accounting of all the information that's available. Additionally, many companies are overloaded with static data incapable of offering predictive value for the future.

As the tsunami of data continues to grow, companies are asking themselves, "How do we use this data to create meaningful insights that give us a competitive advantage?" Studies such as Customers 2020 provide guidance for how to answer this and other critical questions. 

Leslie Pagel is vice president, customer experience at Walker Information, an Indianapolis customer intelligence consulting firm. She can be reached at 317-843-3939 or at lpagel@walkerinfo.com.



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The Connected Car is Here - What's Next? The Future of Mobility and Market Intelligence

Connected cars have taken off in the past couple years as smartphone and tablet technology has made its way to radios and nav screens. What seemed like the distant future (self-driving autonomous cars?) is now just right around the corner. Where is all this innovation going? Find out more about the future of mobility and how this will impact market intelligence.



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Revolution, Boiling Frogs and Big Data

Researchers live to discover trends, and there are none more important than those occurring within the research industry itself. Based upon a deep qualitative dive involving 33 industry leaders across a variety of modes, we explore the new Ying and Yang of research: emotion and big data. Despite all the hype, many are confused about where big data leads us as researchers. Meanwhile, the need to measure and leverage intimacy, connection and human interaction is on the radar like never before. How are both evolving as apex drivers of successful marketing? And perhaps most importantly, how must researchers act upon these new realities, modernize their approach, evolve their business model and reduce the risk of competition? Over the last five years, Cambiar – this year teaming with SEEK – has conducted studies to challenge assumptions about the future of MR and to address the perceived barriers that limit us as researchers. In this session we will explode three myths, clearly define the challenges facing the industry and offer real life examples of new and “traditional” companies that are addressing these issues successfully through innovation.

Lessons Learned: How to Build a Culture That Inspires Your People

What was once a small MR startup in the suburbs of Boston is now Communispace, employer of more than 500 people worldwide. While their size means they are no longer qualified as a startup, the company has been intentional about maintaining a vibrant startup culture. The 10 year growth experience taught chairman and former CEO of Communispace Diane Hessian how to successfully build and support an inspired team. In this session, learn to use agility, communication and authenticity to develop strong leaders, find ways to stay small within a large company and maintain always-on innovation.

Corporate Researchers

□ Taking Big Data to the Small Screen

Neal Massey, Executive Director, Business & Consumer Insights, **Starz Entertainment**



It is critical for researchers to bridge the gap for management to turn large volumes of data into easily accessible insights. Discover how data visualization and interactive dashboards can insert research into management decisions to transform your business into a data-smart enterprise. This interactive, collaborative, mobile solution adopted by Starz' management and research teams resulted in consistent understanding of customer engagement throughout the organization, shorter research cycles, better communication between managers and improved understanding of insights.

PRC

□ Redefining Community Success and ROI: What Does Success Look Like for the New, Evolved Online Community?

Katy Mallios, Consumer Insights & Intelligence Consultant, **SPYCH Market Analytics** and Drew Senesac, Customer Insights Coordinator, **HSN**



Traditionally, an online customer community is deemed successful



when it lives up to its potential as a dedicated and real-time research space in which community members provide valuable insights over a period of time. Undoubtedly, when constructed and managed correctly, communities are highly valuable from an

insights perspective - fulfilling the desire for an agile and nimble research tool. What happens when a customer community becomes more than a research and insights hub? What larger impact can a truly evolved online community have on the overall business? What are the new definitions of community ROI? In this presentation, you will see a detailed case study of how SPYCH and HSN's approach to a branded 3-month online customer community proved not only to be the ultimate insights-curation tool, but a means by which customer value and engagement tangibly increased among HSN's best and most valuable customers. Not only will you be exposed to a behind the scenes look at techniques and best practices from an insights perspective - how to inspire engagement, increase participation, fun/insightful methodologies to utilize etc. - but also the positive impact the community had on HSN customers from a measurable and tangible value to the HSN business.

PRC

□ The Zero Moment of Memory: How Yahoo Canada Needed to Understand if Technology Is Helping or Hampering Our Memory

Olga Churkina, VP, Research, **Fresh Intelligence** and Nick Drew, Research Director, **Yahoo Canada**



The nature of human memory is changing. What we choose to remember - if not what we're actually able to remember - has



changed as digital tools allow us to delegate more to devices and the Web. At the same time, they create new gaps and vulnerabilities in our lives: If we take a photograph of every moment, do we remember it better or worse? Yahoo Canada, working with Fresh Intelligence, developed a research study to uncover and explore the effect of technology on memory. We will review the research approach, which combined brain-imaging technology, in-depth qualitative mobile research and quantitative online research. The results have deep implications for publishers and marketers, across the range of online and offline channels.

PRC

□ Market Research: Safety Net for High-Flying Innovation

Giulia Hamacher, Manager of Primary Market Research, **Motorola Solutions**



When the market research function is designed to absorb risk, innovative ideas flourish as individuals and teams are freed from the fear of failure. The key to innovation is the ability to rapidly assess a multitude of ideas and proceed with those that are most likely to succeed. It is well-accepted that market research delivers the data on which to base these decisions. More importantly, confidence and creativity soar when backed by a solid market research process - just as a trapeze artist gives his best performance knowing the safety net is in place. Several recent product innovations at Motorola Solutions were realized because early-stage research provided validation

and focus. This presentation examines the structure of a market research program designed to encourage innovation, including establishing a process for early screening of ideas that is recognized across business functions and designing research that measures the value-proposition of ideas.

PRC

□ The New Mobile Research: Anyone, Anytime, Anywhere

Meredith Kunza, Head of Quality Assurance, **WhistlerBlackcomb**



With mobile research on the rise, the ability to capture in-the-moment customer experiences has never been greater. But not all mobile customers are alike. How do you target all kinds of mobile users? And how do you get the best results from mobile research, even offline? This interactive presentation will highlight innovative ideas for starting or expanding your mobile research, even on a tight budget. Learn how to integrate your mobile research into a single source of customer insights, and how to create compelling, real-time reports that drive decision-making. WhistlerBlackcomb added mobile research to its voice of the customer program, including capturing feedback from active sightseers, hikers and bikers using tablets to conduct offline mobile surveys on the mountains. With an integrated approach, a small team can now create comprehensive, real-time reports in hours, rather than weeks, and for every level of the organization.

PRC



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Kristen Kolb, Insights Strategist, **Clayton Homes**



You don't need a big research team to have big insights goals. But how can a small research team really make a difference?

Outsource too much and you risk wasting money; rely too heavily on internal research and you can burn out a small team. By seamlessly blending strong partnerships with internal efforts, lean teams can increase the impact of their insights tenfold. Learn how a one-woman research team transformed her organization into a data-driven company, doubling the amount of research to meet the unique research needs of six business units and over 300 retail locations while cutting research costs in half. Learn techniques to make your research faster and more efficient, how to make the most of a tight research budget, how to coordinate vendors and technology for best results, consistently provide eye-opening insights and prove the value of insights to become a trusted, strategic advisor.

📅 ★ PRC

□ **What Got You to the Top, Won't Keep You There: Adapting Your Strategy for the Times**

Melissa Barrow, Senior Marketing Analyst; Chris Roden, Senior Manager of Optics and Analytics and Rob Sáenz, Business Intelligence Analyst, **Interstate Batteries**



A major emphasis for Interstate Batteries this fiscal year is the



identification of erosion - or decaying revenue and eventually lost customers. In this session, Interstate Batteries will cover the birth of their business and adaptive changes to their service model, the marketing

intelligence team's research approach and trials of getting tribal knowledge out of physical warehouse distribution centers and into a dimensional data warehouse in a usable format for discovery. The session will conclude with a demonstration of the data visualization process they used so that all players would be able to digest research insights, regardless of skill level.

📅 ★ PRC

□ **Narrowing the Choices: Getting Consumer Insights That Lead to Great Advertising Decisions**

Deanna Meyler, Ph.D., Partner in Charge, Strategic Planning & Smartargeting, **Bozell**



Every research project has its own exciting parameters to work within. Learning from past projects sometimes impacts how we think about and implement similar research in the future. In this case study, a brand wanted to know which creative idea would work best on a national level. The creative team was confident that all ideas were excellent, but there were only three weeks to gain insight - on a small budget.

The research solution was an online multi-method research approach of a short survey with follow-up chats among a national panel sample. The obstacle? Respondents loved more than one concept and could clearly articulate why. No clear concept winner required a deeper understanding of how respondents felt each concept was "sticky" and encouraged a greater "call to action" compared to the

others. More advanced statistical analysis revealed a clear winner that thrilled the brand. The process revealed best practices for similar research moving forward. This presentation will share the case study of where the research started, what happened, and how subsequent research has been impacted from what was learned.

📅 → ★ PRC

□ **Making a Splash: How Vitaminwater Dove Deep and Found Treasure**

Roberto Cymrot, Knowledge & Insights Group Director, **The Coca-Cola Company**



In an era of shortened attention spans and meeting the demands of consumer choice, it is a challenge for any brand to make an impact and stay relevant. Coca-Cola's vitaminwater team identified an opportunity to both grow the ingredient-enhanced water category and evolve with it. The vitaminwater team partnered with Brandtrust to conduct emotional qualitative research into the psychological motivations related to consumption of their products and the essential equities of their brand. The results of the study informed their 2014 brand plan and helped anchor vitaminwater's long-term growth strategy. In this session, learn how to face the chaos of an evolving category and reestablish your brand as a front-runner. Additionally, learn the ways in which a deeper, emotional understanding of consumers can provide the best direction for where to invest to improve your brand.

📅 ★ PRC

□ **Marketing of Research: Selling Insights Inside the Organization**

Andrew Ladd, Sr. Manager, Strategic Insight, **Tribune Co.**



Delivering the final presentation is rarely enough to maximize the impact of research in today's ever-complex business environments. Research from the Corporate Executive Board (CEB) shows that superlative insights are rarely enough to break through the complex layers of modern organizations. Internally marketing our work becomes a chief challenge facing today's research professionals. Existing workflows and increased productivity expectations have created a "deliver and dash" relationship between researchers and stakeholders. Developing a research communications position with insights teams helps work "live" beyond project timelines. The Tribune's research team has worked to develop a unique research capability within its core insights team - the research communications function. Join Tribune in understanding the impact of this unique research capability within its core insights team - and how you can improve the impact of your work through some key lessons from their implementation to date. Specifically, learn how consistent communication on key subjects facilitates a "research ready" mentality within the organization, and tools that "socialize" research outputs - because it's more important to internalize, than receive, research.

📅 → ★ PRC

Researchers

Latinacculturation: Beyond Traditional Acculturation

Erwin Chang, Marketing Research Manager, **Novamex**



In the traditional acculturation model, immigrants to this country move from low/unacculturated to mid-acculturation to high acculturation and, at some point, probably assimilated. Latinacculturation explains a different process of acculturation found among Hispanics in the U.S. It demonstrates that Hispanic immigrants embrace a very unique U.S.-Latino culture that differs from their origins before they move towards the mainstream culture. In this session, learn how taking into consideration Latinacculturation can make a difference when conducting research in the U.S. Hispanic market.

PRC

Social Network Analysis Tools and Practical Applications

Barbara Leflein, President and Founder, **Leflein Associates, Inc.** and Michael D. Lieberman, Founder, **Multivariate Solutions**



Go behind the scenes at some of the nation's largest media and PR firms to understand how social media research is evolving on the front lines. By necessity, the young executives in media and PR industries are developing new and exciting ways of listening, managing and tracking social media conversations for the benefit of their brands. Hear their stories to learn what's working and what's missing. Then, learn to use social network visualization tools to make sense of Big Data and present results.

PRC

What's the Difference Between Loyalty and Commitment?

Rob Klein, President, **Klein & Partners**



Often times satisfaction is a poor predictor of future behaviors because satisfaction is transactional. When you understand how people feel about your brand in addition to what they experience during a single transaction, you will have a better understanding of what they will do in the future. In this session, the origins and the theory of commitment and its use in brand research will be discussed. Using real data from the healthcare industry, attendees will see how understanding a person's level of commitment to a brand tells so much more than simple satisfaction can. Additionally,

an element to learning why people do what they do that is often overlooked is the concept of "market barriers." Just because someone is attracted to your brand does not mean that they can or will actually choose it. Sometimes life gets in the way. When you understand how people feel about your brand, you will be way ahead of the game in marketing to them.

PRC

Telephonic Survey Research: Reviewing the Present and Predicting the Future

David Dutwin, Ph.D., Executive Vice President and Chief Methodologist, **Social Science Research Solutions (SSRS)**



This presentation will provide information on the relative efficiencies and targeting abilities of landlines and cell phones, both



Predicting Box Office Success by Gathering Emotional Insight of the Modern Moviegoer

Jon J. Penn, Founder and President of the Media and Entertainment Practice, **Penn Schoen Berland** and Rana el Kaliouby, Ph.D., Co-founder and Chief Science Officer, **Affectiva**



Analytics & Data Synthesis



Business Leadership & Intelligence



Demographics & Target Markets



Intro to New MR Tools & Opportunities



Mobile & Online



Promoting the Value of MR



Technical Skills & Techniques



PRC Credit

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the state of the art today and projecting into the near future. It will review trends in costs and cooperation on both frames. It will then focus on a future in which cell phones are the only type of phones utilized to conduct high quality telephonic research and detail the methods by which one can target cell phones geographically and review the status and future status of targeted cell phone lists. Finally, the presentation will discuss the future possibilities of conducting surveys on smartphones and text.

 PRC

□ **Using Multi-Faceted Research to Guide the Discovery and Understanding of New Target Consumers**

Christie Hickman, VP, Consumer and Market Insights, Outdoor Industry Association



As Gen Y emerges as the largest and most diverse population of consumers in history, companies are being forced to rethink their value proposition, brand relevance and marketing strategies. The outdoor industry, like many others, is faced with redefining its relevance to an emerging customer base with unique values and expectations. In order to understand today's new complex consumer, Outdoor Industry Association, the leading trade association for the outdoor industry, is using a multi-faceted research approach to create a holistic picture of its changing consumers. This presentation will focus on obtaining a customer-centric view of your industry/brand, marrying primary research with trends and social media listening to dimensionalize your knowledge and using insights to drive innovation, strategy and best business practices.

 PRC

□ **What Do Clients and Suppliers Really Think About Each Other?**

Larry Brown, President & Founder, **Bridgemark Solutions** and John Geraci, President & Founder, **Crux Research, Inc.**



How do clients really choose which research suppliers to work with?



What makes a good client from the supplier's standpoint?

In conjunction with Bridgemark Solutions, Crux Research recently conducted an extensive industry poll among 290 individuals working in the market research field. This session will look closely at both sides of the industry to shed light on what really makes these relationships tick in order to help facilitate more efficient and rewarding relationships between suppliers and clients. This will be a highly interactive session and attendees will be encouraged to share their own experiences and insights.

 PRC

□ **The Truth Is In Their Stories - Lessons Market Researchers Can Learn From Journalists**

Tom Bernthal, CEO and Co-Founder and Gareth Schweitzer, President and Co-Founder, **Kelton**



How do you strike the balance between fact and impact, when a good research presentation requires both? The best



journalists are particularly adept at striking this balance, with numerous tools and tricks researchers can lean on to improve their storytelling techniques as well. Kelton's founders, Tom Bernthal and Gareth Schweitzer, made the transition from journalism to research, bringing some of the fundamentals to their new trade. This actionable, how-to presentation will discuss important journalistic

techniques that can help instantly improve storytelling capabilities.

 PRC

□ **Kids Do the Darndest Things: Understanding How to Work with Kids and Teens in a Qualitative Research Project**

Pam Goldfarb Liss, President/Big Brain, **LitBrains - Igniting Ideas!**



In this workshop, multiple case study examples will be examined, including creative approaches to working with children and teens in a variety of qualitative research environments such as online, in-person and mobile. The presentation will address nuances with each age group and how to work more efficiently to gain the most productive insights. Learn how to recruit the best possible kid/teen respondents, things to consider in kid/teen qualitative research events, important cognitive differences between age groups, the best kid/teen-friendly research approaches, projective tools and activities tailored for kids and teens, ways to best analyze and report on kid/teen insights, and opportunities to partner with parents for even better context surrounding subject matter.

 PRC

□ **Brand Building: A Love Story**

Gian Gonzaga, Ph.D., VP, Quantitative Insights and Dan Lazar, President, **Chatter Inc.**



It is the holy grail of branding, but do we understand why someone loves a brand? Defends it? Proselytizes on its behalf? More importantly, how can we measure and research it? In this session, former eHarmony researcher Gian Gonzaga, Ph.D. will demonstrate how academic research



and methods around the psychology of human relationships can help strategy consultants and corporate researchers better study and create consumers' love of a brand. He and company president Dan Lazar will give a sneak peek into Chatter Inc's proprietary research on the psychology of love and the methods that can be used to algorithmically match brands with their highest potential customers - much like dating websites match couples.

 PRC

□ **The Roadmap to Consumer Passion**

Dave Kaplan, VP, Bravo Research, **NBC Universal** and Boaz Mourad, Ph.D., Co-CEO, **Insight Strategy Group**



Bravo Media and Insight Strategy Group conducted a study to understand social, psychological, and behavioral drivers of consumer passion - in particular, its effect on intent to buy, purchases and social advocacy for brands. This research statistically identified the levers that advertisers and brands can pull in order to propel consumers from simply "liking" a brand to "loving" it and from "loving" it to being "passionate" about it. Through interviews with people connected by second and third degrees to a passionate person, the study also gauged how passion spreads and the influence passion has on people within their social networks. Tangible approaches to messaging and engaging with consumers were uncovered in order to create a marketer's "roadmap to passion." Learn passion's role in the future of entertainment media and how its positive marketing effect can be measured.



 PRC

□ **Coding Photos, Videos and Other Mobile Media for Analysis**

Dave Koch, Vice President, **ADAPT**



Researchers are often left with hundreds or even thousands of photos, videos and recordings with no consistent and efficient way to analyze them. This presentation will tackle formatting issues and naming conventions to keep in mind when collecting multimedia formats. Areas covered will include mobile surveying, tips on how to set up questions and instruct respondents to make sure usable media is received, and how a combination of technology and human coders can efficiently reduce multi-media information into coded data files that can be easily analyzed using standard industry analysis tools.

PRC

□ **Access Richer Insights Faster While Empowering Enterprise-Wide Collaboration**

John Williamson, Founder, **24tru**



Turn qualitative insights into searchable data. Stakeholders across the enterprise are able to discover and share relevant research insights within mouse clicks, putting research at the center of the innovation process where it can drive competitive advantage. Harness the power of video for unparalleled richness, gain more leverage from your qualitative research investment and avoid redundant projects due to lack of data preservation and

access. Ignite collaboration around the "voice of the consumer" to put research where it belongs: in the hands of decision-makers.

PRC

□ **Emerging Technologies: Webcam Interviews and Their Role in the Qualitative Research Process**

Wally Balden, Managing Director, Online Research, **Delve (a Focus Pointe Global Company)**; Thor Falk, President, **Falk Research Associates, Inc.** and Lorelle Scheibe, Research Manager, Innovation Testing, **Kimberly-Clark**



Webcam interviews have shown the potential to provide significant benefits vs. in-person. FPG/Delve teamed with Kimberly-Clark to conduct a research-on-research project to see how they compare. In this session learn what steps need to be taken to ensure research objectives are satisfied with this new technology, what research applications are most applicable for webcam interviews, what in-person techniques work best for webcam interviews, how to effectively "connect" with the respondent via webcam, the



technical issues that must be addressed in order to ensure a successful session and how to respond to technical issues taking place in the respondents home environment.

PRC

□ **Your Mom Was Wrong - Why You Should Follow a Fast Crowd**

Sandy McCray, Insights Curator, **Intengo** and Scott Tang, Marketing Strategy & Analysis Lead, **SapientNitro**



It has never been more important for marketers to move from concepts to conclusions to clarity at a hyper-pace, and that means expanding beyond traditional research to find fast methods that won't compromise quality. Let's face it; nobody can create all the iterations that should be considered for any given idea. Crowdsourced ideation will uncover concepts and thoughts you hadn't identified prior to concept screening/testing. Prediction markets harness the power of the wisdom of the crowd and pinpoint successful concepts from the myriad of ideas, removing over-stated purchase intent and flat-line results. Utilizing a general population



sample, prediction markets are fast and efficient, finalizing concept screening/testing results in as little as 10 days. This session will review a Sapient client case study to demonstrate the power and speed of crowdsourced ideation, followed by a prediction market exercise to identify the ideas most attractive for a specific target audience.

PRC

□ **Predicting Box Office Success by Gathering Emotional Insight of the Modern Moviegoer**

Jon J. Penn, Founder and President of the Media and Entertainment Practice, **Penn Schoen Berland** and Rana el Kaliouby, Ph.D., Co-Founder and Chief Science Officer, **Affectiva**



2013 was a record year at the global box office, yet it's never been harder for Hollywood marketers to win over the hearts, minds and attention of moviegoers. With enormous pressure on Hollywood marketers to show the social, monetary and free time value of watching a movie at a theater on opening weekend, 80-85 percent of all spend in



Long-Term Digital Community for Deep Insights
Erin Barber, VP, Online Immersion, **C+R Research**
and Kerry Hecht, Director (US), **Dub**



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Mobile & Online



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Technical Skills & Techniques



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theatrical marketing campaigns is on TV ads, which now must engage moviegoers in new and different ways given the changing environment. The old adage that your TV campaign could just drive awareness and purchase intent is over; campaigns today must break through to create social and emotional engagement and purchase urgency. Penn Schoen Berland (PSB) and Affectiva will show a comparison of all measures to box office sales and will prove that new measurement methods are needed to understand the modern moviegoer and ultimately help movie ad companies maximize returns from their marketing campaigns. In addition, they will illustrate the synergistic benefits of testing movie ads with both PSB's survey measurement system and Affdex automated facial coding through case studies that bring the utility of this new measurement system to life.

 PRC

□ **Meet Generation World**
Chip Walker, Director, Global Brand Strategy, **BAV Consulting**



New research from BAV Consulting conducted in the U.S., Brazil and China finds that many consumers hold views that are the opposite of what they tell us. In this session, the audience will learn how global consumers respond consciously and unconsciously regarding their personal values and to a range of brands, how to understand a new global consumer with a psyche that is complex and conflicted, and how brands like Land Rover and Virgin have taken advantage of growing consumer conflict through a new branding approach called "Brand Paradox."

 PRC

□ **Moment-of-Truth Market Research: iBeacons and the Possibilities of Mobile**

Venkat Rajagopal, Director, Business Development and Sriram Subramanian, CEO & Co-Founder, **ZoomRx**



In the summer of 2013, Apple announced a key new feature in iPhones and iPads: iBeacons. The basic functionality enabled by iBeacons is micro-location targeting. By knowing the micro-location of a customer, companies can push highly targeted and relevant content to the customer's smartphone. Applications of this technology are many, but the most interesting possibility is conducting Moment of Truth (MOT) research. By leveraging iBeacon technology, researchers can survey customers directly at the moment of truth for a much lower cost than traditional MOT research. This session will focus on: 1) Familiarizing researchers with the emergence of iBeacons, 2) Specific applications of iBeacon-technology in retail and healthcare market research, 3) Best practices for using iBeacon-technology in regards to privacy and security, and 4) A live demonstration of iBeacon-technology enabled market research.

 PRC

□ **Did You Save Room for Raspberry Pi? New Research Modes Fueled by the Makers Movement**

Chris Robson, PRC, Senior VP, Research Science, **ORC International**



Over the last few years a movement of amateur inventors - known as "Makers" - has radically altered the investment and skills needed to fully realize an Internet connected hardware device. Central to this is the open availability of

cheap and accessible platforms such as the Arduino and Raspberry Pi. The confluence of smart devices and open-source hardware development opportunities brings exciting new opportunities for researchers to move away from the tired paradigms of questioning and surveys, towards new modes of digital ethnography where we watch and measure rather than ask. Want to build a biometric feedback device? Need to count who is looking at a shelf display in a store? Could you use custom audience feedback devices? Would you rather measure what people are actually doing rather than ask them questions afterwards? Better yet, do you want to do this all for \$50? The opportunities for brand new research modes are only limited by your imagination.

 PRC

□ **Tuning in to the Voice of the Competitor (VOTC): Going Beyond Google**

Sean Campbell, CEO, **Cascade Insights**



Bring the Voice of the Competitor's (VOTC) customers, partners, and influencers into your building. During this presentation attendees will learn how to use over 20 web-based tools and sites to better collect and analyze OSINT from the Web. Attendees will also take away knowledge of how to effectively gather and analyze information about a competitor's customers and partners, vary VOTC collection and analysis efforts based on the geography or region targeted, methods for effectively integrating competitor interviews into VOTC efforts, and ways in which VOTC contrasts with VOC research and lessons that can be learned from this comparison.

 PRC

□ **Unleashing the Power and Dynamics of Prediction Markets**

Linda Rebrovick, CEO, **Census Point** and Julie Wittes Schlack, SVP, Innovation and Design, **Communispace**



This session will describe the value of predictive market research in the broader trend towards engaging gamification techniques for consumer collaboration. It will begin with the global outlook for predictive market technology over the next three years and the importance of predictive market research methodology for the future of the industry. Case histories will illustrate how several of the largest global companies have used prediction markets in support of everything from prioritizing features and new initiatives to optimizing concepts, messaging, and promotions.

 PRC

□ **Visual BI - The Better Way to Present Data**

Rudy Nadilo, President, North America, **Dapresy** and Aaron Reid, Ph.D., Founder & Chief Behavioral Scientist, **Sentient Decision Science**



It's time to ditch PowerPoint for research reporting. New visual BI technology can provide visually engaging, dynamic reporting capabilities in an easy to use, cost effective manner. This market research information strategy is organization friendly, makes data more operational and deploys data in a visually engaging manner via personalized "role based" dashboards and infographics. There will be visual examples of how data can be deployed with actual client case studies of how tracking research with continual weekly, monthly and quarterly data collection are enhanced with automated reporting.

 PRC

Research Executives

□ How to Think and Lead More Productively

John Canfield, President, **Canfield & Associates**

CLOSED SESSION: EXECUTIVES ONLY



This session will introduce and practice John Canfield's acclaimed *Good Thinking* curriculum. This is an interactive, hands-on working session open only to research executives. Participants will practice new approaches and tools in small groups, working on issues from participating leaders.

Part 1: Good Thinking Curriculum Kick-Off

Introduction to the curriculum, presentation, provision of materials and assignments, etc.

Part 2: Executive Think Tanks

Attendees break into groups to discuss curriculum, create innovation solutions, etc., as John works with each as prudent.

Part 3: Executive Think Tank Outcomes

Attendees from the earlier session regroup to share learner outcomes.

PRC

□ Executive Leadership and Market Research

Rob Stone, Ph.D., CEO, **Market Strategies International**



See isc.marketingresearch.org for more information.

□ Long-Term Digital Community for Deep Insights

Erin Barber, VP, Online Immersion, **C+R Research** and Kerry Hecht, Director (US), **Dub**



Learn how to leverage digital communities for quick and insightful research. We'll look at the online community through multiple case studies (retail, quick serve restaurant and consumer packaged goods), diving into specific activities that include mobile, webcam and co-creation. Through our research in several 4-6 month communities, we were able to dig into shoppers' and consumers' experiences and motivations to find out what commands attention online and in stores, how social media is being used by consumers for brands and in stores and what consumers - especially



Millennials - think of brands' ideas and marketing.

PRC

□ Expanding Our Capacity to Achieve Business Goals Through Mindful Awareness

Qua Veda, IT Market Research Analyst, **Intel Corp.**

CLOSED SESSION: EXECUTIVES ONLY



In this session, Qua Veda will describe how employees at Intel began to apply mindful awareness practices to meet increasing demands at work while improving their wellbeing. As employees shared their experiences with colleagues, the program expanded and evolved. Within a year, hundreds of engineers, knowledge workers and managers had completed the 9-week series of sessions, called *Awake*® Intel. The *Awake*® Intel program integrates intentional awareness with intellectual and emotional understanding. This wisdom is then applied to the challenges of the workplace and the elevation of one's wellbeing and happiness. Qua will provide

recommendations and considerations for implementing a mindful awareness program in your workplace.

PRC

□ Privacy By Design: How to Become A Trusted Research Partner

Stuart Pardau, Managing Partner, **Law Offices of Stuart L. Pardau & Associates**



The maintenance of robust privacy/data security policies and practices is a key component of being a trusted research partner. This session will emphasize the significance of the privacy by design and the two primary principles which underscore it: simplified choice and transparency. The session will cover the need for simple, clear and transparent privacy policies and clear language for registration and respondent engagement. We'll address privacy audits of your firm's practices and regular training of your employees, the creation and maintenance of protective client and vendor agreements, the connections between technology and privacy, best practices and

Choose Your Own Adventure // Corporate researchers work to integrate MR into decision making processes. Should you?

Taking Big Data to the Small Screen

Neal Massey, Executive Director, Business & Consumer Insights, **Starz Entertainment**



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industry requirements that include MRA's *Code of Marketing Research Standards* and risk management strategies, including obtaining adequate insurance.

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□ **Implementing an Early Warning System to Monitor Trends Beyond the ACA**

Rick Britton, Senior Market Research Consultant and Douglas Dunham, Market Research Consultant, **Health Care Service Corporation**



With the health insurance industry in a state of disruption from Affordable Care Act (ACA), what other environmental



changes could affect the landscape of health insurance in the next 3-5 years and beyond? The HCSC trends management program is designed to be an early warning system for trends that are or soon could be affecting consumers, employers, providers or brokers. By sensing upcoming developments from within and outside the health care industry and understanding their implications, Blue Cross and Blue Shield plans can align strategic initiatives to stay ahead of the market and competitive curve. The objectives of this session are to discuss why understanding evolving, imminent and longer term trends are important for health insurance carriers; exploring how to identify, prioritize and understand long range trends that can affect the industry; presenting ways of integrating trend knowledge in a strategic manner; and identifying ways to disseminate relevant trend insights to key internal stakeholders.

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Networking Opportunities at ISC

Expo Reception

Wednesday, June 4, 5:15-6:15 PM

One of the main reasons market researchers come to ISC is to check out the latest MR products in person and to meet their champions face-to-face. Grab a light bite and bond over cocktails while perusing cutting-edge product, service and technology solutions.

Designated Expo hours are also offered between education sessions to allow you plenty of time to visit with exhibitors

Opening Night Reception

Wednesday, June 4, 6:30-8:30 PM

The Chairman's Party has become an attendee favorite! Cocktails, a dinner buffet and live jazz and blues set the stage for a fun and festive atmosphere. This is the perfect venue to catch up with old colleagues and make new friends.

One ticket included with Conference registration. Guest tickets available for \$250 each and include the Expo Reception.

Colleague Connections

The Colleague Connections program is designed for first time conference attendees. As part of the Connections program, you will be paired up with a veteran member and or industry leader who will help you make new business acquaintances and get the most out of your conference experience. Whether you simply want someone new to meet and talk with or want to connect around a specific interest, the Connections Program will help you achieve your goal.

Evening at The Second City
Thursday, June 5, 6:30-10 PM

Can you imagine being able to say you saw Chris Farley perform Matt Foley, Motivational Speaker on stage before it ever hit SNL? Or that you saw Tina Fey, Stephen Colbert or Mike Myers before they were famous? With its ever increasing roster of comedy superstars, The Second City is where up-and-coming comedians cut their teeth... and where you will be on Thursday night!

Prepare to laugh until you cry over original scenes, songs and hilarious improv in two acts, written and performed by six of the nation's best comedians. The entertainment, full service bar and dinner buffet are for ISC attendees and their guests exclusively. Transportation will be provided to and from the theatre.

One ticket included with Conference registration. Guest tickets available for \$150 each.

Register for ISC Today!

Conference Hotel

The **Hyatt Regency McCormick Place** is a dramatic 33-story hotel located in Chicago's South Loop immediately off I-55 and connected to the McCormick Place Convention Center via an enclosed "Grand Concourse" pedestrian walkway to the South Building, North Building, and Lakeside Center.

Special Conference Rate: \$259 by May 13, 2014.

Conference Pricing

Your registration includes: Breaks, breakfasts and lunch • Expo Reception • Opening Night Reception • Evening at The Second City • All education sessions • Entry to the Expo • Access to the Genius Labs • Free Conference App • Colleague Connections networking program • Attendee roster

Save 10% by registering three or more attendees from your organization! Register them all at the same time to take advantage of reduced registration fees while building the knowledge of your team.

	Early Bird - By April 18	Standard
Member	\$1,249	\$1,549
Non-member	\$1,599*	\$1,899*

*The non-member rate includes a complimentary one-year MRA membership.

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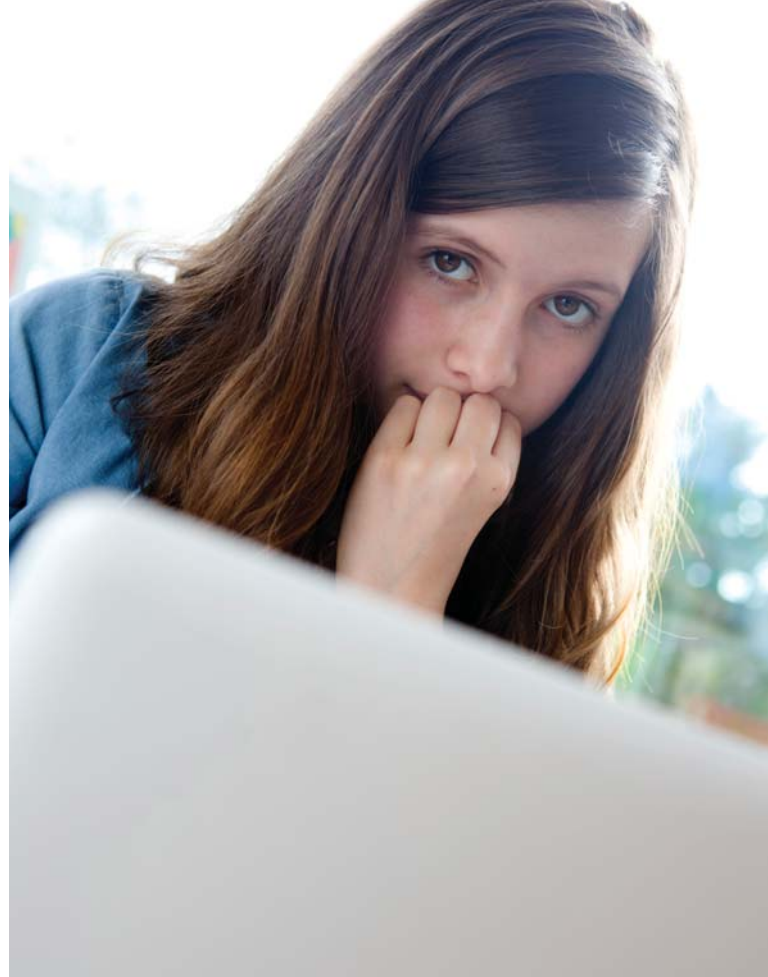
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●●● research communities

‘Ask them. They will tell you.’

12 strategies for keeping your Gen Z community engaged

| By Jeanne Connon

snapshot

The CMO of FashionPlaytes on the right – and wrong – ways to approach, interact with and learn from the pre-Millennial generation.

If you’ve ever interacted with members of Generation Z – the kids coming up behind Millennials – you’ve likely discovered that they are savvy, smart, completely plugged in and more engaged with the world than anyone who has ever come before them. There are many reasons for this: the media, the Internet, our pace of life, our connectedness.

While keeping any community engaged is critical to market research, it’s even more essential with today’s kids, given the myriad things vying for their attention (Snapchat and Instagram, anyone?). Here are 12 strategies for doing exactly that.

1. Understand what’s important to them.

Don’t guess, assume or harken back to your own teenage years and think you’ve got today’s children figured out. We know Bob Dylan said “The times they are a-changin’,” but today’s kids are into different music, different shows, different everything.

So how do you discover what’s important to them? Hang out (virtually, that is) in some of the same places they do. Watch the TV shows that matter to them (or at least have a strong working knowledge of what they’re about). Subscribe to the Instagram, Tumblr and YouTube accounts they do.

To start, you can follow some of the leaders in the Gen Z space, like *Teen Vogue* or *Seventeen*, and then research the social media accounts that those big-name players follow. And, yes, you’ll need to adjust your list depending on the age group you’re targeting. If your community has younger members, say between the ages of five and nine, you’ll want to follow accounts that cater to them, like Disney or Nick.

2. Respect their language but avoid mimicry.

Kids can sniff out condescension, so never talk down to them. They’ll also see right through a robot mentality, so don’t auto-message/text/tweet them – ever. Always keep the medium



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you're using in mind. Anything kids read online, especially on smaller screens like smartphones, should be written in short, punchy, conversational text. (This is true for all communities, not just ones for kids.)

At the same time, avoid trying too hard. If you throw in too many phrases they use, like "totes adorbs," it will sound forced (and so uncool). Talk to them like real human beings. By simply showing an interest in – and an understanding of – their world (see the point above), you'll earn their trust. You don't need to use their lingo in order to get them to engage with you.

3. Ask questions – constantly.

For better or worse, our world today allows for instant comments, interactions and feedback. The Generation Z community is no exception. They don't shy away from questions; just the opposite. They enjoy sharing their opinions, so be sure to pose open-ended questions, allow them to talk and be sure to listen – really listen – especially to the subtext. At the same time, never make assumptions. If you need them to clarify something, ask them. They will tell you.

4. Talk back...

Today's kids understand the give-and-take of an Internet community better than anyone else does. They put the "social" in social media. What does this mean for market researchers working with this demographic? It means you need to talk back to them. The Gen Z community isn't interested in talking to the void. They want to know they've been heard, which means they expect responses from you and their fellow members. In fact, you'll likely learn just as much from observing interactions between community members as you would from talking directly to each person.

5. ...but moderate the conversations.

This is your community, so you're allowed to set ground rules (e.g., no bullying). Because you're dealing with people who are under 18, it also makes sense to moderate comments. If you're catering to kids 13 and under, this isn't even an option. In order to be compli-

ant with the Children's Online Privacy Protection Act (COPPA), you need to provide comment moderation, among other things. (Learn more at www.business.ftc.gov/privacy-and-security/childrens-privacy.)

6. Consider including moms and dads.

Again, if you're working with the under-13 crowd, this is automatic: You need to get parental permission and sometimes, involvement. But even if you're engaging older kids, it can't hurt to have a space on your site dedicated to parents, especially those who monitor what their kids – even their older children – are up to and where they spend their time online.

What should you tell parents?

- Outline the goals of your community. Transparency is essential (and refreshing).
- Detail how and what information you're collecting.
- Clearly state your privacy policies and terms of use.
- Offer an FAQ section.
- Provide a way for parents to reach you and offer feedback.
- Give tips on how parents can engage their own kids regarding this community their children are involved with.

7. Provide a way for the kids to engage you.

Don't offer only one-way engagement where you send out a query and wait for their response. Create a community where members can easily submit content, ask questions and talk (virtually) with other members.

And this is important: If a child takes the time to reach out to you, acknowledge his or her efforts – within the boundaries of COPPA guidelines, of course.

8. Be prepared to move – fast.

Kids jump from one thing to the next, get bored and jump again. It's like the channel-flipping. It's important to understand that you could lose your audience at any minute, which is why re-engagement is just as critical as initial engagement. Your research strategy must be nimble enough to make adjustments on the fly, based

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on the reactions (or lack of reactions) from your community members.

So how do you re-engage your audience?

Reach out when a member's activity has diminished beyond a certain point (try "we miss you" texts or e-mails).

Always **have new offers in the pipeline** so that you have a steady drip of fresh things to entice people back or to stick around longer.

Use multimedia. Different people respond in different ways to messages, depending on the medium. Release your messages and offers through a variety of channels – visual (images), visual (video), text, applications, social media.

9. But know you can count on some tried-and-true methods.

Here are some methodologies to consider adding to the engagement mix:

Quick polls. Make the poll question compelling in both subject and the way it's presented. Make it easy to answer as well (e.g., select from four choices).

Surveys. These are typically longer than polls. They should still be fun, not overly long and written in kid-friendly copy (short, bullet-points, conversational).

Contests. Nothing engages a community of kids like a fun, easy-to-enter contest with a cool prize.

Forums. A forum is just a fancy way of saying a place where members can interact with one another. For example, your forum might be a blog where members are allowed to comment on the posts and to one another's comments.

"Tell Us What You Think" features. This goes back to the above point about making it easy for kids to communicate with you. Featuring a place on your site where kids are invited to provide feedback is one way to accomplish this.

Visuals. A great image goes a long way with Gen Z – think Snapchat, Pinterest, Tumblr. Whenever possible, replace text with images; this goes for polls as well as posts.

10. Make it all mobile.

We don't consider them the most connected generation for nothing.

Cell phone and smartphone usage among tweens and teens will only continue to grow, as will the number of kids who access the Internet via a mobile device, according to the Pew Research Center.

They have a "mobile-first" mentality, which means you need to as well.

- Make sure all communications you send to your community are mobile friendly.
- Make sure your Web site is built using responsive design (which allows the site to automatically adjust to fit whatever sized screen it's being viewed on).
- Consider the power of the app. Creating an app for your community is another way to keep your community engaged. Yes, custom apps are an investment, but a smart one.

11. Experiment – and ask them how it worked.


Don't be afraid to try new things with your kid community. Ask them for feedback on what worked and what didn't work. Don't be surprised (or put off!) by their honesty, because they will tell you what they think.

12. Let them direct.

Set the ground rules and have a strong infrastructure but hand the reins over to your community members and let them do their thing. You'll be amazed at what happens when you give them their space and allow them to create their own magic.

Interested in sharing

Generation Z, digital natives, kids today – whatever your term for them, this community is bright, eager, informed and interested in sharing their thoughts with you and hearing what you think. Take the time to learn about them, who they are, what they love, what they hope for and create communities that foster conversations these young people crave.

Guaranteed, you'll be surprised at what you discover. 

Jeanne Connon is CMO of FashionPlaytes, the Beverly, Mass.-based creator of FPgirl.com and the FPgirl online community. She can be reached at jconnon@fashionplaytes.com.

●●● research communities

Fit your methods to their needs

Five lessons learned from running a multigenerational panel

| By Mary McIlrath



snapshot

A research-on-research look at what happens when you create and manage a community of Millennial, Gen X and Boomer participants.

Online panels and communities have enjoyed a run of popularity in the marketing research industry. But the air may have gone out of the balloon, and our romantic vision of consumers who come together, self-guided, to dissect, praise, constructively criticize and rebuild brands has become quaint. The truth is, most consumers are simply less passionate than brand managers.

In this post-community environment, how can brand teams leverage the potential power of communities to achieve their business goals? Five lessons we've learned from a recent multigenerational panel may help.

1. There is no one-size-fits-all.

Every business goal deserves its own custom approach. Sometimes the best approach is a large-scale online community with frequent touchpoints and the ability for respondents to generate their own conversations. Other times, an intimate in-person panel that meets quarterly to review progress on business objectives is more appropriate. And every approach is in between. It's important to evaluate the business objectives thoroughly before engaging in what is usually a large research spend, to ensure that the approach will be efficient and effective. Choosing a vendor or an online platform is secondary to determining the right solution and approach to the objectives.

Similarly, when the target spans generations, multiple methodological approaches are likely necessary to maximize the quality of insights derived from the community of respondents. Millennials and Boomers in particular, while providing feedback on the same business objectives, may be best approached via different methodologies.

2. Participants are in charge.

C+R Research recently conducted an eight-week, six-phase pop-up panel as a research-on-



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research endeavor into brand loyalty across Millennial, Gen X and Boomer generations. The methods included: quantitative attitude and usage surveys; qualitative mobile shopping missions; quantitative mobile shopping diaries; qualitative collages; qualitative consumer-generated commercials; and in-person qualitative “game shows.”

Participation rates across the six phases varied by generation. For example, Gen Xers were more comfortable than Boomers and even Millennials in completing the mobile shopping missions. Millennials had higher rates of submitting commercials, not surprising given their greater likelihood to be used to being filmed frequently. The two most traditional methods, the quantitative A&U and the qualitative collages, garnered the highest response rates across generations. This suggests that many respondents are still most comfortable and familiar with traditional marketing research techniques but open to newer methods that pique their individual curiosity. Not one of the newer methods was the best fit for every respondent. Our lesson learned is that it’s important to offer a variety of ways to give opinions so that every participant can find the best fit for him- or herself.

3. Mobile laughs first but not last.

Mobile is one of the biggest buzzwords in marketing research today. Every reputable online community and platform software provider has a mobile application. Increasingly, respondents engage in quantitative surveys and qualitative discussions via their mobile devices. In particular, ethnic minorities and younger generations prefer to participate using smartphones or tablets versus computers.

As marketing researchers, we constantly strive to optimize our instructions and questionnaires to include the fewest number of words for easy and convenient reading on mobile devices. We also engage software to allow drag-and-drop, ranking and collage tasks that are easily completed using mobile devices.

That said, mobile is not for every respondent. Many participants ex-

ecute their responses to us while at work on a desktop computer. Others do not own smartphones or are simply uncomfortable using an app at all or responding via text, photo or video while in public (e.g., while shopping).

While marketing researchers are forging ahead with mobile applications for research, mobile is not a panacea.

Respondents who are less comfortable with mobile are still consumers, shoppers, brand champions and important voices to be heard by product and service providers. In our recent study, the consumers who were least likely to participate in mobile activities were still open to traditional quantitative surveys, online qualitative discussions and in-person qualitative interviews.

The lesson is that while marketing researchers are forging ahead with mobile applications for research, mobile is not a panacea. “Mobile-first” is a great idea if it means simplifying and streamlining questionnaires; respondents on any device appreciate a less-is-more approach to being questioned. However, “mobile only” does not accommodate every respondent; other avenues of submitting opinions are crucial to achieving a thorough understanding of consumer and shopper feedback.

4. In-person engagement is worth its weight in gold.

The most thrilling part of our recent research-on-research study was the in-person qualitative game show we called *Name The Price!* We constructed a decorative and glittery set in our offices with multiple cameras, a host

and three generations of contestants: Millennials, Gen Xers and Boomers. Sure, this could have been accomplished in traditional focus groups but we wanted to make it a little more fun.

The rules of the game were simple: In each of the three rounds, the contestants guessed the price of several products across categories. The contestant closest to the actual price of each product, without going over, won 10 points. At the conclusion of the game, the contestant with the highest number of points won a basket full of the types of products we’d been discussing.

The beauty of the game emerged from the qualitative discussions between the price-guessing rounds, when the contestants explained their affinities for some products and their emotional attachments to the equities of the brands. Of note, all of the respondents from all of the generations performed very poorly in predicting the price of most products – things they admitted they buy frequently but don’t really know the cost of. Thus their true motivations for brand loyalty emerged: self-actualization through perceived environmentally-sustainable purchases; nostalgia for cultural or childhood memories; and social influences.

Approaching this discussion in a playful and in-person manner yielded a rich conversation and helped us as researchers build empathy for the drivers of consumers’ and shoppers’ brand equity perceptions and purchase drivers. Moreover, the interplay between respondents yielded powerful insights into differences between the generations. Specifically:

- Millennials questioned our pricing of most of the products. They tended to believe that their guesses were more correct than the prices we researched in-store and online. They bonded over their challenging of us as researchers – so how powerful would their bond be against a perceived injustice from a corporation?
- Boomers were surprisingly savvy: They knew Grumpy Cat and one even said she’s obsessed with Pinterest and has used it to start making homemade laundry de-

tergent. Another was a “green” enthusiast with the same motivations one might expect from a younger generation.

- Gen Xers, not surprisingly, expressed a mixture of responses reflective of both of the generations on each side of them. They were surprised by some of the prices they mis-guessed but did not accuse us of being wrong. They were on social media and liked environmentally-friendly and organic products but still kept frozen pizza around constantly for their children. Their life stage seemed to define them more than their birth year.

5. Brand loyalty varies by generation and category.

At the end of our eight-week pop-up panel with six phases, we uncovered some interesting results.

Across generations, consumers have about two favorite brands of coffee, cleaning products and frozen foods – most have at least one that they name top-of mind. However, true loyalty, measured as the “only


brand they buy,” only sees minor differences across categories and generations. There is a myth that Millennials are less brand loyal than other generations but in these categories it’s simply not the case.

Boomers are more loyal to the cleaning products they use versus other generations, buying multiple products within a brand that they trust. Their years of experience with cleaning have taught them what works effectively, while Millennials are more likely to rely on the brands they saw their parents using as children.

Of interest in the cleaning category, Millennials tend to make more frequent purchases and to use convenient cleaners like Swiffers and cleaning wipes compared to the older generations. Given that Millennials are less likely to own their own homes compared to older generations, it makes sense that they will be living in smaller spaces with less need to do deep cleaning. Homes with children or homes that entertain family and friends more

often are more likely to need deep cleaning products.

A long-term approach

For clients who are thinking about launching a longitudinal panel or community, it is important to consider: the business objectives to be addressed over the life of the community first, before the method; the target respondents and how they will prefer to interact with the community; the possibilities for and role of an in-person component to the community; and the need for mobile and its role and influence in the overall community. In addition, it’s helpful to design a long-term approach and to choose a provider partner who can help meet the business goals of the brand in a way that will let the consumers and shoppers set the rules for how they interact, to achieve the most natural and actionable feedback for the brand team. 

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●●● corporate sustainability research

Moving beyond us and them

The value of stakeholder engagement

| By Mark Stapylton

snapshot

How companies can create, monitor and manage brand experiences and successful stakeholder relationships.

We may look back on 2013 as the year, after a 30-year journey, when phrases such as “profit with purpose,” “conscious capitalism” and “shared value” finally migrated from B-schools, think-tanks and a relative handful of innovative companies and entered the popular lexicon of business and society in general.

In the slow recovery from the global financial crisis – and fuelled by growing awareness that social media and global digital connection have empowered consumers in ways that few business leaders imagined even just a decade ago – companies across the entire business spectrum are now embracing sustainable business models.

Among recent comments, these three are representative:

“I don’t subscribe to the notion that companies exist to create value strictly for their shareholders. I think they are there to create value for their customers, and that gets to the mission of the company. And ultimately, doing that, they create value for society.”

Bill George, retired CEO of medical devices manufacturer Medtronic in a December 2013 interview with McKinsey.

“Profitability is a shallow goal if it doesn’t have a real purpose and the purpose has to be share the profits with others. We are equally proud of what we are doing in the community, what we are doing with our people and how the company has built itself around a purpose that is not just about making money.”

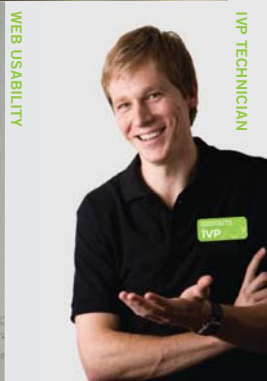
Howard Schultz, Starbucks CEO, in a September 2013 CNBC *Mad Money* interview.

“Business does not operate in a vacuum – it operates under a license from society. We recognized early that when we transform our business to deliver for our customers, protect our environment and invest in our employees, we achieve sustained value. In fact, these actions fuel our financial returns.”

Indra Nooyi, PepsiCo Chairman and CEO, in a 2012 letter to shareholders.



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Figure 1

Triple Bottom Line of Sustainable Business Models

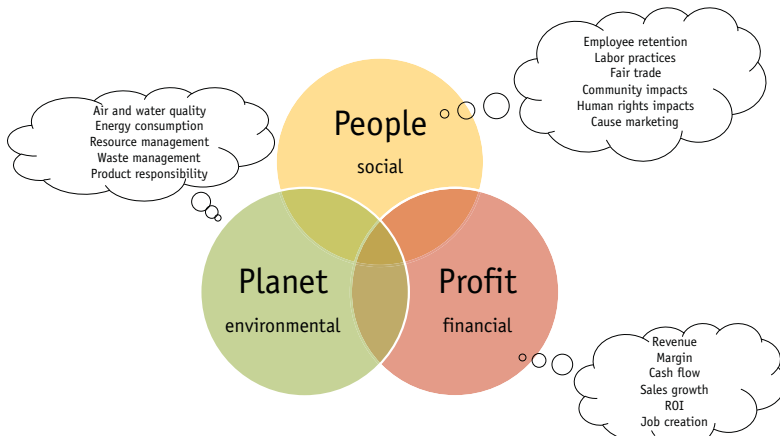
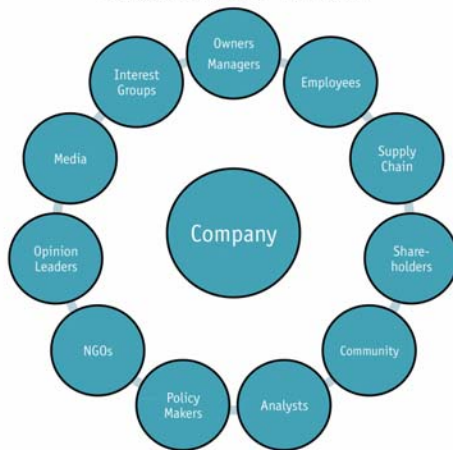


Figure 2

Stakeholder Wheel



Formerly lone voices, high-profile standard-bearers such as these now find themselves at the center of the conversation.

Every available touchpoint

In recent years, a series of paradigm shifts have occurred in the relationships between brands and consumers, and between companies and their shareholders. Brands are creating meaningful and personally relevant experiences and engaging with consumers through every available touchpoint, not just by building awareness through mass media; consumers are increasingly motivated to participate with brands through co-creation and co-ownership. Companies are adopting sustainable practices that integrate the triple bottom line-thinking of “profit, people and planet” into the core of their business models and purpose; shareholders have found they now compete for primacy with customers and

a whole raft of other stakeholders.

There are many elements of a company’s sustainable performance that can be quantified or objectively measured. Best-practice reporting protocols are offered by organizations such as ISO and the Global Reporting Initiative. But whether or not the company receives credit for its actions – and therefore achieves the full range of desirable outcomes and returns sought – is hugely dependent on the subjective perceptions and opinions of its stakeholders. In a very real sense the performance of a company is whatever its stakeholders believe it to be.

Thus, sustainability is a reputational issue. As marketers, corporate communications experts and market researchers specializing in branding, loyalty, commitment and satisfaction have long known, a company’s reputation can at best be subtly managed but it cannot ultimately be controlled. Corporate reputations, including reputations for sustainable busi-

ness commitments, can be influenced by anyone who chooses to have an opinion.

All of which begs the question: If sustainability is a reputational issue, how does a company create and nurture the kinds of relationships with stakeholders that are founded on shared values, mutuality and reciprocity and that promote engagement and advocacy? And how should these relationships be measured and monitored so they can be better managed?

Identify relevant stakeholders

At the simplest level, companies developing and implementing a sustainable business model (for a product or corporate brand) will first identify their key relevant stakeholders; then develop and test messages that resonate in positive, emotional and intentional ways with each stakeholder group. They implement communication programs targeted to those stakeholder groups and engage in dialogue with them; monitor the impacts on stakeholder engagement; and experience a positive feedback loop or virtuous cycle of desirable outcomes that enable them to pursue their purpose more profitably, with more support and less friction.

Stakeholders, literally, include anyone who chooses to have an opinion about the brand or company. Categories of stakeholder include internal groups (employees, owners and managers), shareholders, those who transact with the company (the supply chain of suppliers, vendors and resellers), influencers (analysts, interest groups and the media) and regulators (government, policy makers). Stakeholders today are better-informed about a company’s values and actions. They are increasingly sophisticated, savvy and skeptical about corporate communications. Greater transparency means they hold companies to a higher standard than before. They expect a meaningful two-way dialogue and conversation with companies. They may withhold approval from (or even punish) companies whose values and actions they perceive to be inconsistent with their own.

The goal of communication is to promote engagement. In order for companies to be able to pursue and execute their purpose without friction and get full credit for their sustainable business practices and citizenship commitments, they need the acceptance, permission and advocacy of relevant stakeholders.

Engaging effectively with stakehold-

Figure 3

Stakeholder-Company Relationships: the Co-occurrence of Perception and Experience

Perceptions	Experiences				
	Self-Esteem	Self-Expression	Mentoring	There For Me	Pleasure
Performance/ Satisfaction	Reinforcement				
Emotional Attachment		Identification			
Charisma			Role Model		
Positive Differentiation				Self-Differentiating	
Relaxed & Stylish					Entertaining

- These five “power relationship” styles have emergent or *superadditive* properties, i.e., the combination of the two components is greater than the sum of their parts.

Figure 4

Experiential Factors that Drive Relationships

Self-Esteem	Self-Expression	Mentoring	There For Me	Pleasure
Makes me look good to others Makes me feel good about myself	Simplifies my life Helps me to express myself Frees me to be myself	Challenges me to think differently Teaches me Inspires me Shares my values	Appreciates my business Is recommended by people I care about Responds to my needs Has my interests at heart	Brings back good memories Provides a little treat for me Excites me

ers means finding common cause and shared values. Stakeholders want to transact with and have relationships with companies whose values are consistent with and supportive of their own.

It makes sense to adapt a traditional “hierarchy of engagement” framework to specifically address the types of relationships that companies need to have with stakeholders and where sustainable practices and good citizenship are integral to the company’s purpose and values. The hierarchy we have developed models four levels of engagement:

Understanding often begins with simply seeing and hearing other people talk about a company. Familiarity and knowledge build over time with awareness and experience. When a stakeholder understands what the company stands for, there is a foundation for engagement to occur.

Affinity may occur when an understanding of what the company stands for is a fit with the stakeholder’s personal values. When these values are shared,

the stakeholder may identify with the company (connection), may become loyal (commitment) and may recognize it strives to deliver on its promises and commitments (belief).

Involvement. Stakeholders who identify with the company may get involved with the company (participation) or “go the extra mile” to transact or interact (conviction). In fact, the positive involvement the company seeks cannot occur without affinity: it implies reciprocity and mutuality.

Advocacy, the Holy Grail of effective stakeholder engagement, is the ultimate expression of a stakeholder-company relationship. It may occur when a stakeholder is sufficiently invested in the company’s purpose that they will actively help and support, endorse and encourage, the company.

Encourage relationships to form

Effective stakeholder engagement begins with developing effective messages that encourage relationships to form. As

the old aphorism goes: “A good relationship is when someone accepts your past, supports your present and encourages your future.” Relationships connect the stakeholder to the company, just as they connect consumers to brands. Decoding these relationships is key to creating the basis for engagement.

A relationship is self-evidently a two-way construct. Most communication strategies however focus only on one direction, that is, the company’s promise to the stakeholder. They may ignore the reciprocal element of how the stakeholder experiences or relates to the company. Because experiences are so often overlooked when developing a communication strategy, they can be more valuable than expected as a source of competitive advantage – as well being insightful for messaging and tone of marketing communications.

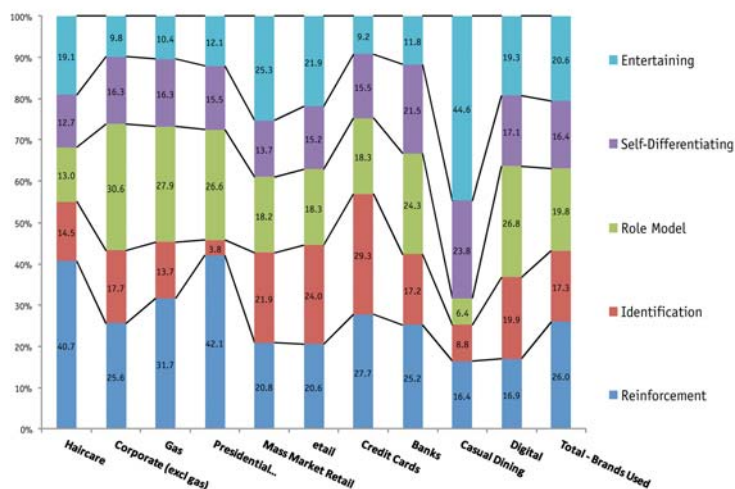
Relationships, even in business, are inherently more emotional than rational. Stakeholders’ responses to a company may be emotional and unconscious and strongly influenced by the attitudes and behaviors of others. Engaging with stakeholders so as to execute corporate strategies with a beneficial outcome and the least possible friction means viewing engagement as emotional and comprising the sum of all perceptions, attitudes, beliefs and expectations that stakeholders have about a company in relation to their own agenda.

In proprietary research conducted in 2012 the author and colleagues explored how certain promises (perceptions, imagery, equities), when combined with certain experiences, can create relationships that have emergent or superadditive properties (i.e., these combinations of promise and experience have greater than predicted impacts on market value). The research identifies five such “power relationships” based on analysis of 48 mono-brands and corporate brands across nine different B2B and consumer categories among 1,500 survey respondents. Four of the power relationship types are particularly relevant to corporate communication and dialogue about sustainable business models (Figure 3).

Reinforcement. Superior company or brand performance and high satisfaction that makes me feel and look better and smarter to others.

Identification. I am strongly attached to the company/brand; it communicates to others who I am.

Figure 5
Power Relationship Styles Vary Dramatically Across (and Within) Categories

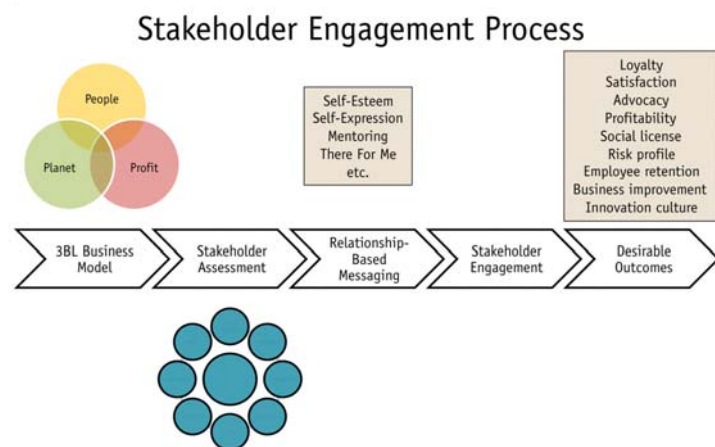


There For Me experiences have to do with empathy and responsiveness: appreciating my business, being recommended by people I care about, responding to my needs and having my interests at heart. When the company is also perceived as distinctive and unique in positive ways, the relationship can be characterized as Self-Differentiating. Casual dining (including brands such as Olive Garden, Outback Steakhouse and Applebee's) index highly here (as well as on Entertaining relationships based on relaxed stylish perceptions and pleasurable experiences).

Constantly changing

The relationships between stakeholders and companies (just as between brands and consumers) are constantly changing in today's digitally-connected world. Stakeholders increasingly esteem companies that they believe fundamentally understand them and that interact with them in human ways. And, importantly, they expect to have access. Companies are responding by creating opportunities through a wide range of touchpoints for personally relevant meaningful experiences to occur. The relationships that form as a result, involving elements of co-creation, co-ownership and shared interest, make possible a range of desirable outcomes including increased loyalty, satisfaction and advocacy, increased profitability, social license (permission and acceptance), risk mitigation and improved talent acquisition and retention (Figure 6).

Figure 6



Role Model. The company/brand's charisma makes it a leader and helps me be one also.

Self-Differentiating. The company/brand's difference includes me and makes me feel different too.

The power relationships each embody a different type of experience.

Self-Esteem is the experience of making one look good to others and feeling good about oneself. When coupled with a perception of superior performance it produces a relationship based on Reinforcement. Oil companies and personal care companies index high on Self-Esteem and Reinforcement. (So too did the presidential candidates in the run-up to the 2012 elections.)

Self-Expression is the experience of helping one to express oneself, freeing one to be oneself and simplifying one's life. When associated with strong

emotional attachment it forms a relationship characterized by identification. Compared to other categories, credit card companies, mass-market retailers and e-tail companies such as Amazon all index highly on Identification. (It is no accident that credit card companies market "affinity cards").

Mentoring is the experience of being challenged to think differently, taught, inspired and having shared values. When a company or brand is perceived to have charisma (is a leader, progressive, dynamic and excitingly innovative) and the stakeholder experiences being mentored or inspired, a Role Model relationship is formed. Relative to other categories, banks, corporate brands such as 3M and GE and digital companies (Google, YouTube, Facebook) tend to index high on Role Model relationships.

Researchers have an invaluable role to play in key areas such as: identifying the relative importance of various stakeholder groups; identifying the areas of interest and the emotional triggers for each stakeholder group; determining the types of experience and relationship that will resonate on an emotional level and promote engagement; evaluating the content, tone and style of messaging; measuring the depth of engagement; and monitoring outcomes and performance against key indicators. ①

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Names of Note

In the March issue, an incorrect photo was attributed to **Kelly Mayer**, senior account manager at *The Marketing Workshop*, a Norcross, Ga., research company. The photo that accompanied her release belongs to **Stephan Mayer**, vice president, operations and client services, at Chennai, India, research company *Cross-Tab*. He will be based in Los Angeles.



Kelly Mayer



Stephan Mayer

■ *Quirk's Marketing Research Media*, Eagan, Minn., has named **Alice Davies** news editor and **Ralene Miller** directory editor.

■ **Don Marek**, executive director of the *Marketing Research Institute International*, Athens, Ga., has announced his retirement, effective September 2014.

■ *Ipsos MarketQuest*, New York, has named **Jerry Forristal** president of its Censydiam Institute.

■ London research company *BrainJuicer Group PLC* has promoted **Mark Johnson** to managing director, Continental

Europe, including Germany, France, Italy, Switzerland and the Netherlands.

■ *Schlesinger Associates*, an Iselin, N.J., research company, has transferred **Pam Lintner** from San Francisco to Chicago as vice president, qualitative solutions, Midwest market. **Scott Baker** has been appointed to replace Lintner in San Francisco as vice president, account management, West Coast.

■ *Facts International*, an Ashford, U.K., research company, has named **Sarah Carter** research director.

■ *ABI Research*, Oyster Bay, N.Y., has hired **Malik Saadi** as practice director.

■ **Elizabeth "Liz" Griffiths** has joined Johnson City, Tenn., research company *SmaryPants* as creative visionary. Griffiths will be based in San Francisco.



Griffiths

■ *MSW•ARS Research*, Lake Success, N.Y., has hired **Tom McGee** as vice president, qualitative insights.

■ **Catherine Nodar** has joined *The Marketing Workshop*, a Norcross, Ga., research company, as vice president, client services.



Nodar

■ New York research company *OnePoint Global* has hired **César Rodriguez** as sales director, Iberia. Rodriguez will be based in the company's Madrid, Spain, office.

■ Indianapolis customer intelligence firm *Walker Information* has hired **Chawntae Applegate** as vice president.

■ Windsor Heights, Iowa, research com-

pany *Quester* has hired **Garrett McGuire** as vice president, corporate strategy.

■ *MARSC Limited*, a Surrey, U.K., research company, has promoted **Allan Shaw** to associate director, sales and marketing.

■ **Taylan Akay** has joined *Effective Measure*, a Melbourne, Australia, research company, as global measurement scientist.

■ As part of its European expansion, San Francisco research company *Peanut Labs* has hired **Will Carroll** and **Lewis Reeves** to its London team. Carroll will serve as associate director, Peanut Labs, Europe, and Reeves will serve as head of sales, U.K.

■ New York research company *Hall & Partners* has named **Caroline Frankum** CEO of its European consumer business and **Grant Bird** managing partner, London. Both will be based in London.

■ *The Council of American Survey Research Organizations*, Port Jefferson, N.Y., has named **Abby Willman** director, government and public affairs.

■ **Sherry Shaw** has joined New York research company *Lieberman* as senior vice president, specialty health care practice.

■ Reston, Va., research company *com-Score Inc.* has named **Serge Matta** CEO and **Manish Bhatia** chief revenue officer. Bhatia will be based in New York.

Additionally, **Magid Abraham** has been named executive chairman of the board of directors and **Gian Fulgoni** will serve as chairman emeritus of the board of directors.

■ **Joe Davis** has been named CEO of Portland, Ore., research company *Webtrends Inc.*

■ New York researcher *The Nielsen Company* has named **Jamere Jackson** CFO and promoted **Brian West** to COO.



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CALENDAR OF EVENTS

●●● can't-miss activities

IIR will hold the 2014 Total Customer Experience Leaders Summit, themed "Return on Relationships: Factoring Empathy into the Stakeholder Equation," on **April 9-11** at the Trump International Beach Resort in **Miami**. Visit <http://customers1stblog.iirusa.com>.

Empresarial will host its spring studies trade show on **April 10-11** at the Palais Brongniart in **Paris**. Visit www.printemps-etudes.com.

Marcus Evans will hold its annual Internal Branding and Employee Engagement Conference, themed "Achieving Brand Consistency and Greater Organizational Alignment," on **April 29-30** in **Chicago**. Visit www.marcusevans.com.

The 2014 **Canadian Pharma Market Research Conference** will be held on **April 29-30** at the Sheraton Toronto Airport and Conference Centre in **Toronto**. Visit <http://pharmamarket-researchconference.com>.

The Association for Qualitative Research and the Qualitative Research Consultants Association will hold the Worldwide Conference on Qualitative Research, themed "River Deep – Mountain High," on **April 30-May 2** at the Budapest Marriott Hotel in **Budapest, Hungary**. Visit www.qrca.org/?page=2014_Worldwide_Confe.

Worldwide Business Research will hold its conference, "eTail Canada," on **May 5-7** at the Hyatt Regency Toronto in **Toronto**. Visit <http://etailcanada.wbresearch.com>.

The Society of Competitive Intelligence Professionals will hold its annual international conference and exhibition on **May 5-8** at the Caribe Royle in **Orlando, Fla.** Visit www.scip.org.

The Mobile Marketing Association will hold its annual New York forum on **May 6-7** at the Crowne Plaza Hotel in **New York**. Visit www.mmaglobal.com/events/forums/newyork2014/overview.

Confirmit will hold its annual community conference on **May 8-9** at the Ritz-Carlton Orlando Grande Lakes in **Orlando, Fla.** Visit www.confirmit-community.com.

The 2014 Predictive Analytics World Toronto conference will be held on **May 12-15** at the Metro Toronto Convention Centre in **Toronto**. Visit <http://www.predictiveanalyticsworld.com/toronto/2014/>.

Marcus Evans will hold its pharmaceutical marketing innovation summit on **May 12-14** at the Eau Palm Beach Resort and Spa in **Palm Beach, Fla.** Visit www.pharmamarketingsummit.com.

The Pharmaceutical Business Intelligence and Research Group will hold its annual general meeting on **May 18-21** at the Atlanta Hilton in **Atlanta**. Visit www.pbirg.com.

IIR will hold its Future of Consumer Intelligence conference on **May 19-21** at the Sheraton Universal in **Universal City, Calif.** Visit www.iirusa.com/technology/homepage.xml.

Worldwide Business Research will hold its conference, "eTail Latin America," on **May 19-21** at the Eden Roc Renaissance in **Miami Beach, Fla.** Visit www.wbresearch.com/etaillatinamerica/home.aspx.

The Mystery Shopping Providers Association will hold its annual Europe conference on **May 27-29** at the Divani Apollon Hotel in **Athens, Greece**. Visit www.mspa-eu.org/en/Upcoming_annual_conference.html.

The Merlien Institute will hold a conference, themed "Market Research in the Mobile World North America," on **May 27-30** in **Chicago**. Visit www.mrmw.net/north-america.

The Council of American Survey Research Organizations will hold its annual technology innovation event on **May 28-29** in **Chicago**. Visit www.casro.org.

The Marketing Research Association will hold its Insights and Strategies Conference on **June 4-6** in **Chicago**. Visit www.marketingresearch.org/conferences.

The Marketing Research and Intelligence Association will hold its annual conference, themed "Dig Deep and Discover," on **June 8-10** in **Saskatoon, Saskatchewan**. Visit <http://mria-arim.ca/news/mria-news/mria-conference-2014>.

The International Quality and Productivity Center will hold a conference, themed

"Shared Services Exchange and Outsourcing," on **June 15-17** in **Greensboro, Ga.** Visit www.sharedservicesexchange.com.

The American Marketing Association will hold its annual advanced research techniques forum on **June 22-25** at the Eldorado Hotel in **Santa Fe, N.M.** Visit www.marketingpower.org.

The International Quality and Productivity Center will hold its Market Research Exchange conference on **June 22-24** in **Texas**. Visit www.marketresearch-exchange.com.

Worldwide Business Research will hold its conference, "eTail Europe," on **June 23-25** at the Queen Elizabeth II Conference Centre in **London**. Visit <http://etail europe.wbresearch.com>.

The European Pharmaceutical Market Research Association will hold its annual conference, themed "Embracing Change, Cultivating Opportunity," on **June 24-26** in **Brussels, Belgium**. Visit www.ephmra.org/event/2014-conference.

IIR will hold a conference, themed "Shopper Insights in Action," on **July 14-16** at Navy Pier in **Chicago**. Visit www.shopperinsightseven.com.

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

Q

Research Industry News

News notes

■ **The Direct Marketing Association** (DMA), New York, sent a letter to Congress on February 3, restating its longstanding commitment to ensuring the security of consumer data across the data-driven marketing economy.

The letter states, in part: “The DMA aims to preserve the benefits of data-driven marketing by asking Congress to focus its legislative efforts on passing a national breach notification law that would preempt state laws.”

The letters goes on to ask that Congress not pass other types of prescriptive legislation that would stifle innovation.

■ **Savitz Research Solutions**, Dallas, has closed for business.

Acquisitions/transactions

■ Redwood Shores, Calif., software company **Oracle** has acquired Cupertino, Calif., big data platform **BlueKai**. BlueKai will be integrated with Responsys for B2C marketing automation and Eloqua for B2B marketing automation.

■ New York researcher **The Nielsen Company** has acquired **Nexium Customer Solutions**, a Madrid, Spain, research company. Nexium will be folded into Nielsen.

■ **Blueocean Market Intelligence**, Seattle, has acquired London research agency **Cognicient**. The acquisition will allow Blueocean to bring its LINK data solution to enterprise companies. Cognicient CEO Mike Page will join Blueocean Market Intelligence as vice president, client services and technology, at the company’s new London office.

■ **GreatBlue Research**, Cromwell, Conn., has acquired **Suburban Focus Group – Boston** in Dedham, Mass.

Alliances/strategic partnerships

■ Montreal research company **Leger Metrics** and **RED C Research**, Dublin, Ireland, have partnered extend Leger Metrics into Europe by combining RED C’s market research and analytics with Leger’s survey data capture and reporting technology for CEM solutions.

■ Reston, Va., research company **comScore Inc.** and **Acxiom**, a Little Rock, Ark., information company, have partnered to enhance their respective audience reporting and one-to-one multichannel marketing capabilities. ComScore’s validated Campaign Essentials (vCE) platform and Acxiom’s Audience Operating System will be the foundation for multiple integration initiatives.

Separately, **Epsilon**, an Irving, Texas, research company, has partnered with comScore to integrate Epsilon’s demographic data with comScore’s vCE platform.

Finally, **Batanga Media**, Miami, has agreed to provide its adopted proprietary ethnicity data to comScore’s vCE audience reporting for U.S. Hispanic consumers. Batanga Media is comScore’s first Hispanic content partner to provide data to the digital campaign measurement tool.

■ **The Carlson Group**, a Lombard,

Ill., research company, has partnered with New York research company **GfK** and **RGLA**, a Schiller Park, Ill., retail design and branding firm, to improve its retail solutions.

■ **Bazaarvoice Inc.**, an Austin, Texas, research company, has collaborated with Menlo Park, Calif., research company **Medallia** to integrate the Medallia Promote offering with Bazaarvoice Conversations, allowing clients to collect authentic customer reviews as part of the same process consumers use to provide survey responses for customer satisfaction tracking.

■ Salt Lake City research company **The Modellers** has merged with New York research company **Hall & Partners**.

Awards/rankings

■ New York research company **Hall & Partners** has been recognized as one of the U.K.’s leading B2B brands on the 2014 list of Business Superbrands. A Superbrand is defined as a business that has established the finest reputation in its field and offers customers significant advantages over its competitors in terms of quality, reliability and distinction.

New accounts/projects

■ Reston, Va., research company **comScore Inc.**’s validated Campaign Essentials (vCE) ad and audience delivery validation solution has been selected by **Unilever Brazil**, Sao Paulo, to identify sources of suboptimal in-target and in-view campaign delivery.

■ **Unilever**, Rotterdam, the Netherlands, has signed an agreement with **WPP**, London, to address shopper marketing in the U.S.



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■ **Yahoo! Inc.**, Sunnyvale, Calif., and **Carnegie Mellon University** (CMU), Pittsburgh, have signed a five-year, \$10 million partnership to launch Product InMind to develop a mobile toolkit allowing CMU researchers to experiment with Yahoo's real-time data services and test how machine learning and interface technologies can improve personalized user experiences.

■ **CBS Television Stations** has selected Portland, Ore., research company **Rentrak Corp.**'s Advanced Automotive Demographics local TV ratings data for seven channels in Dallas-Ft. Worth, Minneapolis-St. Paul, Miami-Ft. Lauderdale, and Pittsburgh.

Additionally, **Wyse Advertising**, Cleveland, has adopted Rentrak's local TV ratings data in 50+ markets.

Finally, San Antonio advertising agency **The PM Group** has added Atlanta, Denver, Houston, Orlando, Fla., and Phoenix to its contract for Rentrak's StationView Essentials local TV ratings data.

■ **Intermountain West Communications**, Las Vegas, has selected New York researcher **The Nielsen Company**'s television audience measurement and Nielsen Local Custom Toolbox in the Las Vegas market.

■ New York research company **Ebony Marketing Systems** has added the **Fordham Road Mall** to its range of services in New York. The location will primarily be used for intercept surveys.

New companies/new divisions/relocations/expansions

■ Audience insight groups **Lumi Mobile**, London, and **IML Worldwide**, Hampshire, U.K., have rebranded as **Lumi**, following last year's combination of the two businesses.

■ Stockholm, Sweden, research company **Nepa** has opened an office in Helsinki, Finland.

■ New York research company **OnePoint Global** has opened in office in Madrid, Spain, serving the Iberia region.

■ Murray, Utah, research company **Mindshare Technologies** has established a Global Center of Excellence in Birmingham, U.K. Nan Russell has been appointed head of the operation.

■ New York research company **Hall & Partners** has relocated its Chicago office to a larger location on N. Michigan Avenue.

■ San Francisco research company **Peanut Labs** has expanded into Europe with a dedicated team based in London.

■ **Ogilvy Public Relations**, New York, has launched **Insight & Strategy**, a group intended to generate research-based insights and develop or identify the best strategies for capitalizing on emerging opportunities and threats. Michael Briggs will lead the group.

■ Kyle Henderson and Derek Carter have launched **YouEye**, a Mountain View, Calif., research company and cloud-based usability lab. The company is online at www.youeye.com.

■ U.K. research company **Vision One** has opened its third office, adding a location in Willenhall, U.K.

■ In the U.K., **Spring Research** and **Tuned In Research** have merged to form **Tonic Insight**, with offices in London and New York. The company is online at www.tonicinsight.com.

Research company earnings/financial news

■ **Ipsos**, Paris, reported full-year 2013 revenue of 1,712.4 million euros, down 4.3 percent from 2012.

■ **RDA Group**, Bloomfield Hills, Mich., announced revenue of \$20.83 million for 2013, up 9 percent over 2012 and up nearly 50 percent over the past five years.

■ **Quester**, Windsor Heights, Iowa, reported a 40 percent year-over-year revenue growth for 2013.

■ **Decipher Inc.**, Fresno, Calif., announced 27 percent year-over-year revenue growth for 2013.

■ **The GfK Group**, Nuremberg, Germany, achieved organic growth of almost 1 percent in financial-year 2013.

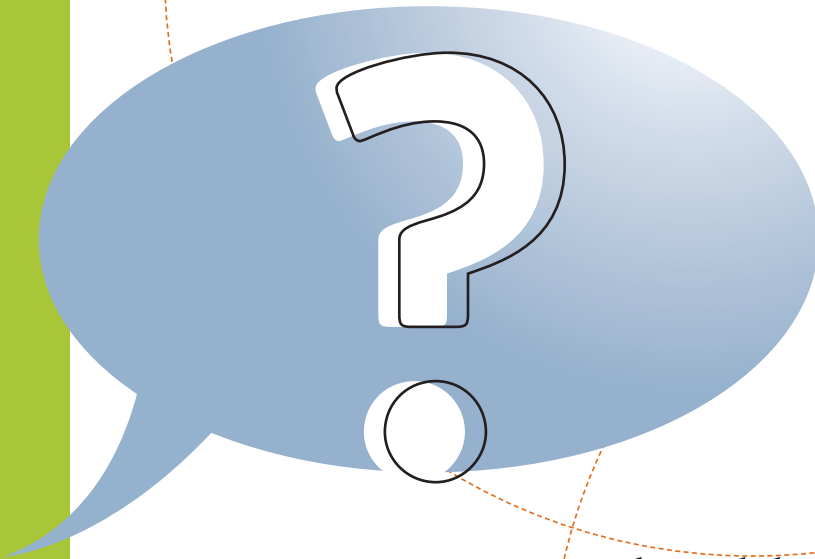
■ **The Nielsen Company**, New York, announced financial results for the fourth quarter and year ended December 31, 2013.

Revenues for the fourth quarter increased 11.8 percent to \$1,611 million, compared to the fourth quarter of 2012. Revenues for 2013 increased 5.5 percent to \$5,703 million, compared to 2012.

■ **Gongos Research**, Auburn Hills, Mich., achieved 12 percent revenue growth in 2013 and its full-time employee roster rose 15 percent.

■ **ComScore Inc.**, Reston, Va., announced financial results for the fourth quarter and year ended December 31, 2013. Fourth-quarter 2013 revenue was \$76.5 million, up 15 percent from fourth-quarter 2012. Annual revenue was \$285.5 million, up 16 percent over 2012.

■ **Rentrak Corp.**, Portland, Ore., announced 27 percent revenue growth to \$31.6 million for the 2014 third fiscal quarter ended December 31, 2013.



Questions you should ask when selecting a telephone facility

The basics

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

The staff

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

Available technology

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

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

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

Standard operating procedures

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

Quality control

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

Your deliverables

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

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



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Q

2014 Telephone Facilities Directory

The 2014 Directory of Telephone Interviewing Facilities was compiled by sending listing forms to firms we identified as having permanent telephone interviewing facilities. The online version of this directory lists nearly 700 firms. The 80 firms included in this print version are those that purchased listing enhancements. In addition to the company's vital information, we've included a line of codes showing the number of interviewing stations, the number of stations that use CATI and the number of stations that can be monitored on-site and off-site.



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



Codes - (e.g. 25-10-25-10)

1. STATIONS - No. of interviewing stations at this location
2. CATI - No. of stations using computer-aided interviewing
3. ON-SITE - No. of stations which can be monitored on-site
4. OFF-PREMISES- No. of stations which can be monitored off-premises

Arkansas

Market Research

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corp@ccmarketresearch.com
www.ccmarketresearch.com
Craig Cunningham, President
19-8-19-19

C&C is the global leader in market research and the largest data collection company in the U.S., with 47 locations nationwide. C&C is the No. 1 choice for your market research project. C&C - offering our clients every demographic diversity across the United States. (See advertisement p. 59)

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Earl de Berge, Research Director
32-32-32-32

BRC Field & Focus Services has 45 years of experience providing a full spectrum of high-quality telephone data collection services throughout the U.S. and Latin America. BRC has predictive dialing, 32 CATI stations with ACS WinQuery 11.0 (fully backwards compatible), remote monitoring and 40% of our carefully-trained interviewers are skilled in both English and Spanish. Specialties include Latino, executive, B2B, medically-at-risk populations, Native Americans, low-incidence. Network of face-to-face interviews across the western U.S. Expert professional design, processing, analysis services also available.

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Joey Harmon, President
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Hawaii



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(See advertisement p. 77)

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Kentucky



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New Jersey



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Adelman Research Group provides data acquisition, analytics and insights for telephone, Web and direct-mail methodologies and is regarded as a reliable source for obtaining data provided by experienced, quality-driven research professionals. ARG specializes in customer satisfaction, health care and wellness, market assessment and consumer goods research. Our telephone center features digital recording and

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 info@strcenter.com
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Utah



Discovery Research Group

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Virginia



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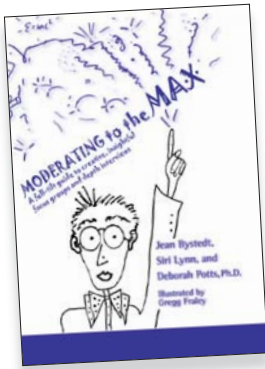
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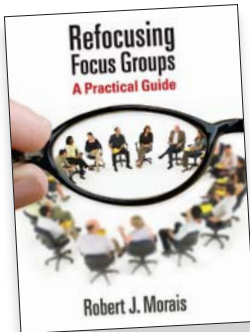
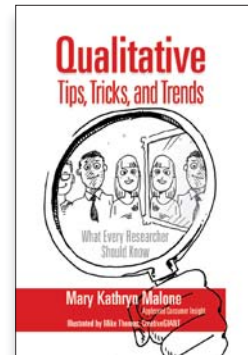
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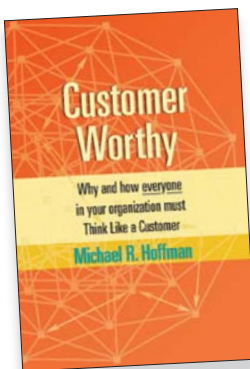
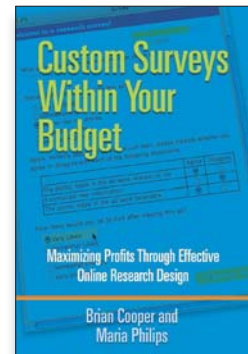
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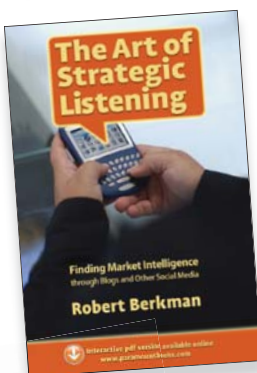
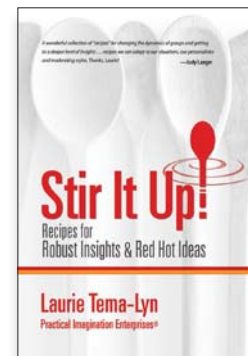
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BEFORE YOU GO ●●● issue highlights and parting words

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Anything kids read online, especially on smaller screens, should be written in short, punchy, conversational text.

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Millennials tended to believe that their guesses were more correct than the prices we researched in-store and online.



In California, Quirk's knows how to party

We hope that you are enjoying our Cocktails with Quirk's events as much as we are - because there are more to come yet this year! On May 19, Quirk's will host another free networking event in conjunction with IIR's Future of Consumer Intelligence Conference in Los Angeles. The event will be held at the Karl Strauss Brewing Company Universal CityWalk from 8-11 p.m.

This is a great opportunity for researchers to network with their peers in a casual, comfortable environment. The party is free to attend and open to all Quirk's subscribers but space is limited, so please register in advance at http://linktrack.info/cocktails_la.

Coming in the May Quirk's

●●● data visualization

How correspondence analysis can be used to create strategic insights on brand placement and competitor reactions.

●●● data analysis

Why direct sales attribution to a marketing channel is problematic and potentially dangerous to your bottom line.

●●● qualitative/health care

Mark Wheeler explores the application of behavioral economics to physician decision-making and prescribing.



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